



**TRANSPORTATION INCIDENT AND EVENT MANAGEMENT PLAN**

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**KENT COUNTY ALL HAZARDS EVACUATION ANNEX**

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## I. Foreword

The Kent County Transportation Management Teams (TMTs) have reviewed this report for accuracy. The Transportation Management team is comprised of representatives from DelDOT, Delaware State Police, Delaware Emergency Management Agency, Delaware Natural Resources and Environmental Control, Kent County Emergency Operations Center, and local government public safety agencies. All comments from TMT representatives have been incorporated into the report, and this final copy has been approved for official use.

## II. Acronyms

ARC	American Red Cross	FAST	Field Assessment Team
ASIS	American Society of Industrial Safety	FEMA	Federal Emergency Management Agency
CAP	Civil Air Patrol	FHWA	Federal Highway Administration
CHART	Coordinated Highways Action Response Team	FTA	Federal Transit Administration
CIWG	Critical Incident Working Group	HAZMAT	Hazardous Material
CMC	Crisis Management Center		
CP	Command Post	HES	Hurricane Evacuation Study
DelDOT	Delaware Department of Transportation	IDA	Initial Damage Assessment
DEMA	Delaware Emergency Management Agency	JIC	Joint Information Center
DENS	Delaware Emergency Notification System	MAP	Motorist Assistance Patrol
DEOP	Delaware Emergency Operations Plan	MOA	Memorandum of Agreement
DETF	Delmarva Emergency Task Force	MOU	Memorandum of Understanding
DGS	Delaware Geological Survey	MUTCD	Manual on Uniform Traffic Control Devices
DHSS/DSS	Department of Health and Social Services/Division of Social Services	NHS	National Hurricane Center
DMS	Dynamic Message Sign	NWS	National Weather Service
DNG	Delaware National Guard	PIO	Public Information Officer
DNREC	Department of Natural Resources and Environmental Control	POC	Point of Contact
DoEd	Department of Education	SAR	Search and Rescue
DSHS	Department of Safety and Homeland Security	SITREPS	Situation Reports
DSP	Delaware State Police	RACES	Radio Amateurs Civil Emergency System
DSWA	Delaware Solid Waste Authority	ROC	Regional Operations Center
DTC	Delaware Transit Corporation	SERT	State Emergency Response Team
DVFA	Delaware Volunteer Firefighter's Association	TAC	Technical Assessment Center
EAS	Emergency Alert System	TCC	Traffic Control Center
EMA	Emergency Management Agency	TIEMP	Transportation Incident and Event Management Plan
EMS	Emergency Medical Service	TMC	Transportation Management Center
EOC	Emergency Operations Center	TMT	Transportation Management Team
EOP	Emergency Operations Plan	TOC	Traffic Operations Center
EPZ	Emergency Planning Zone	USACE	United States Army Corps of Engineers
ERT	Emergency Response Team	USDOT	United States Department of Transportation
ERU	Emergency Response Unit	WMD	Weapon of Mass Destruction
ESC	Emergency Support Coordinator		

### III. Introduction

This Annex primarily focuses on tidal inundation incidents and events that may affect Kent County, including hurricanes, nor'easters, coastal storms, tidal or storm surges, and heavy rains. However, it may be applied to other events that may require mass evacuation (e.g., terrorist actions). As a result, this plan describes a concept of operations to manage the transportation system and assist the Kent County population deemed most "at risk" to the effects of tidal inundation from a hurricane or coastal storm to escape the effects of the storm. The procedures outlined here are the minimum actions that will be required from the Delaware Department of Transportation (DelDOT) to include the Transportation Management Center (TMC)/Transportation Solutions Division, Maintenance and Operations Division, Motor Vehicle Division (Tolls) and the Delaware Transit Corporation (DTC) to manage the transportation system in the event of a planned or unplanned event or incident that threatens the residents of Kent County. This plan also incorporates the coordination that is required by other agencies to support the DelDOT efforts to include the Delaware State Police (DSP), Delaware Department of Natural Resources and Environmental Control (DNREC), Delaware Emergency Management Agency (DEMA), Delaware Volunteer Firefighter's Association (DVFA), Kent County Emergency Operations Center, Civil Air Patrol (CAP), local law enforcement and fire companies, as well as other agencies as needed, in the event that an evacuation of the area is necessary due to a hazardous event to include the formation of a tropical storm or hurricane that threatens Kent County. This plan has also been developed to support the Sussex County Evacuation Plan to facilitate the movement of evacuees from Sussex County during coastal storms, and other incidents and events which necessitate a mass evacuation from the at risk areas of the county.

## IV. National Incident Management System Compliance

The National Incident Management System (NIMS) created a standard system for all levels of government to work together to prepare for and respond to incidents.

According to NCHRP Report 525 – Surface Transportation Security, Volume 16: A Guide to Emergency Response Planning for State Transportation Agencies, this plan is NIMS compliant as it follows all recommendations, including:

- Incorporating NIMS and national Response Framework (NRF) components, principles, and policies, to include preparation, response, equipment, and corrective actions.
- Applying common and consistent terminology as used in NIMS, including establishment of plain language communication standards.
- Including preparedness organizations and elected and appointed officials in its development.

This plan is written to be NIMS compliant, that is, it reflects all phases of the emergency management cycle depicted in the diagram below.



Figure KC-1: Emergency Management Cycle

### **A. Purpose**

It is the intent of this annex to demonstrate how DelDOT, DelDOT's TMC and other state and local agencies, which make up the Kent County TMT, will work together to manage the transportation system and protect life and property during an incident or event that threatens Kent County.

### **B. Transportation Management Team (TMT)**

As defined in the Transportation Incident and Event Management Plan (TIEMP), the TMT is a dynamic group that will work together with DelDOT's TMC – not only for planning purposes, but also for field operations – to support the management of incidents and events that impact the transportation system. The Kent County TMT will have the responsibility of establishing communication, response, resource, and responsibility procedures and guidelines for Kent County and will make joint decisions in coordination with the TMC when responding to the incident or event. If necessary, the TMC will establish a remote TMC to facilitate working with the Kent County TMT agencies during an incident or event that impacts the transportation system.

### **C. Situation**

Kent County is located in the middle of Delaware with an estimated 2016 population of approximately 174,827 people (69,761 housing units) estimated from the 2010 census data<sup>1</sup>. The City of Dover, the State Capital, is the largest municipality in the County. There are also major traffic generators located in Kent county which are susceptible to major events. These facilities include Dover Air Force Base which is located near the City of Dover and operates the largest and busiest air freight terminal in the Department of Defense with 4,000 active-duty military and civilian employees. Dover Downs International Speedway brings hundreds of thousands of fans to the state to attend two nationally prominent NASCAR race weekends in June and September. Dover Downs is also home to horse racing and a hotel/casino. The main entrance to the Speedway is off US 13 in northern Dover. Harrington Raceway and Casino is home to the Delaware State Fair which takes place in mid-July and draws close to 300,000 visitors over a seven-day period. This facility also has concerts and other events throughout the year.

Kent County is vulnerable to approximately 26 of the 30 hazards defined by the federal government, including floods, hurricanes, hazardous materials incidents, terrorism, and nuclear facility incidents.

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<sup>1</sup> <https://www.census.gov/quickfacts/fact/table/kentcountydelaware/RHI225216#viewtop>

Natural	Technological	Human Caused
Avalanche	Airplane crash	Biological attack
Animal disease outbreak	Dam failure	Chemical attack
Drought	Levee failure	Cyber incident
Earthquake	Mine accident	Explosives attack
Epidemic	Hazardous materials release	Radiological attack
Flood	Power failure	Sabotage
Hurricane	Radiological release	School and workplace violence
Landslide	Train derailment	
Pandemic	Urban conflagration	
Tornado		
Tsunami		
Volcanic eruption		
Wildfire		
Winter storm		

Table KC-1: Delaware Potential Hazards

The main hazards which could impact Delaware and require evacuation from the at-risk areas include:

**Nuclear Facilities**

The following fixed nuclear facilities are potential sources of radiological emergencies in Kent County:

**Salem-Hope Creek Nuclear Generating Stations**

The Salem-Hope Creek Nuclear Reactors are located on a 700-acre site near Salem, NJ, approximately 18 miles south of Wilmington, DE. As of the 2010 census, 40,943 Delaware residents live within the 10-mile Emergency Planning Zone (EPZ) of the Salem/Hope Creek Nuclear Power Plant. The northeast corner of Kent County is within this EPZ. Four Emergency Response Planning Areas (ERPAs), which are geographic areas used to define the area affected by a nuclear emergency, are located in Delaware and displayed in Figure KC-2. Please see the Salem/Hope Creek Nuclear Generating Stations Evacuation Time Estimates within the Plume Exposure Pathway Report, published by DEMA and PSEG Nuclear, for more details. Transportation evacuation plans can be found in the DelDOT Salem and Hope Creek Nuclear Generating Stations, Emergency Traffic Operations Manual.

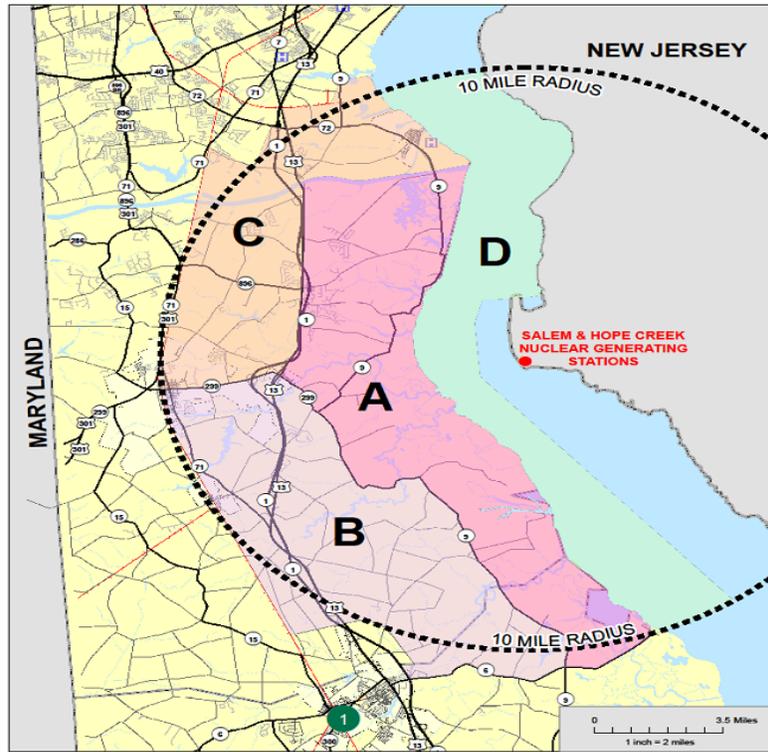


Figure KC-2: Salem Hope Creek Emergency Response Planning Areas

**Peach Bottom, PA**

The Peach Bottom nuclear reactors are located on a 620-acre site in Peach Bottom Township, York County, PA. Kent County is within the 50-Mile Ingestion Exposure Pathway of the Peach Bottom Nuclear Generating Station.

**Calvert Cliffs, MD**

The Calvert Cliffs nuclear reactors are located in Lusby, MD on the western shore of the Chesapeake Bay. Kent County is within the 50-Mile Ingestion Exposure Pathway of the Calvert Cliffs Nuclear Power Plant.

**Floods/Hurricanes**

The US Army Corps of Engineers (USACE) has determined that Kent County is potentially vulnerable to some level of tidal inundation from a hurricane or storm. On July 12 – 13, 2004, a slow moving rainstorm dumped more than 10 inches of rain on Smyrna resulting in the closing of US 13 and SR 1 for several hours due to flooding. Furthermore, Sussex County’s coastal area is becoming a more common tourist destination, leading to an increase in seasonal population that would need to be evacuated in the event of a hurricane. Based on work by the USACE, it is estimated that state-wide five percent (5%) of all Delaware’s non-hotel/motel housing units are located in areas that are potentially vulnerable to some level of tidal inundation from a Category 2 hurricane. Seventeen percent (17%) of the state’s non-hotel/motel units are subject to some level of tidal inundation from a Category 4 hurricane. Specifically, within Kent County, about thirteen and a half percent (13.5%) of housing units in structures are mobile

homes (9,344)<sup>2</sup>. These mobile homes are more susceptible to severe wind damage and are typically advised to be evacuated during even minor hurricane threats. The storm surge maps for Kent County are shown in Figures KC-3 thru KC-6.

The 2010 USACE DelMarVa Hurricane Evacuation Study Technical Data Report based on 2007 data estimated a range of approximately 7,000 to 18,500 potential evacuating vehicles from Kent County depending on the level of the storm and the high and low tourist seasons. Additionally, approximately 31,000 to 111,000 vehicles will be evacuating from Sussex County depending on the level of the storm and the high and low tourist seasons. The majority of this traffic evacuating from Sussex County will enter Kent County.

The traffic demand is highly contingent on seasonal traffic and major planned events. Evacuation during peak tourist season at the Delaware beach areas or during large special events, such as NASCAR races at Dover Speedway, will require more time due to the high travel demand. The DelMarVa Hurricane Evacuation Study published by the US Army Corps of Engineers (USACE) in 2010, using 2007 base year data developed an estimate of the numbers of people and vehicles which are expected to evacuate at-risk areas of Kent County for Category 1 through Category 4 hurricanes is shown in Tables KC-2 and KC-3 below for both the low and high tourist occupancy seasons.

Hurricane Category	Total Evacuating People	Vehicles to Local Destinations	Vehicles to Out of County	Total Evacuating Vehicles
Category 1	13,181	5,843	1,269	7,112
Category 2	18,401	7,558	2,350	9,908
Category 3	27,317	9,764	4,954	14,718
Category 4	32,908	10,017	7,863	17,880

Table KC-2: Evacuating People and Vehicles 2007 Base Year Data (Kent County Low Tourist Occupancy)<sup>3</sup>

Hurricane Category	Total Evacuating People	Vehicles to Local Destinations	Vehicles to Out of County	Total Evacuating Vehicles
Category 1	13,658	5,848	1,607	7,445
Category 2	18,987	7,567	2,772	10,339
Category 3	28,068	9,768	5,507	15,275
Category 4	33,659	10,016	8,419	18,435

Table KC-3: Evacuating People and Vehicles 2007 Base Year Data (Kent County High Tourist Occupancy)

The transportation network in Kent County will be impacted, during a coastal storm scenario, due to the evacuation of vulnerable areas of Kent County as well as Sussex County, Ocean City Maryland, and other states from which evacuees may be using Delaware roadways, such as SR 1 and US 13, to return home or escape the storm. Many visitors and residents of Sussex County and Ocean City Maryland that will be evacuating by vehicle will travel through Kent County. This traffic combined with the Kent County visitors and residents evacuating by vehicle could have a dramatic impact on the roadway network. The estimated number of people and vehicles evacuating from Sussex County alone for each level of hurricane scenario

<sup>2</sup> 2016 Data [http://www.city-data.com/county/Kent\\_County-DE.html](http://www.city-data.com/county/Kent_County-DE.html)

<sup>3</sup> USACE 2010 DelMarVa Evacuation Study Technical Data Report

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is depicted in table KC-4 and KC-5 below for both the low and high tourist occupancy seasons. This data is assuming a base data set from 2007.

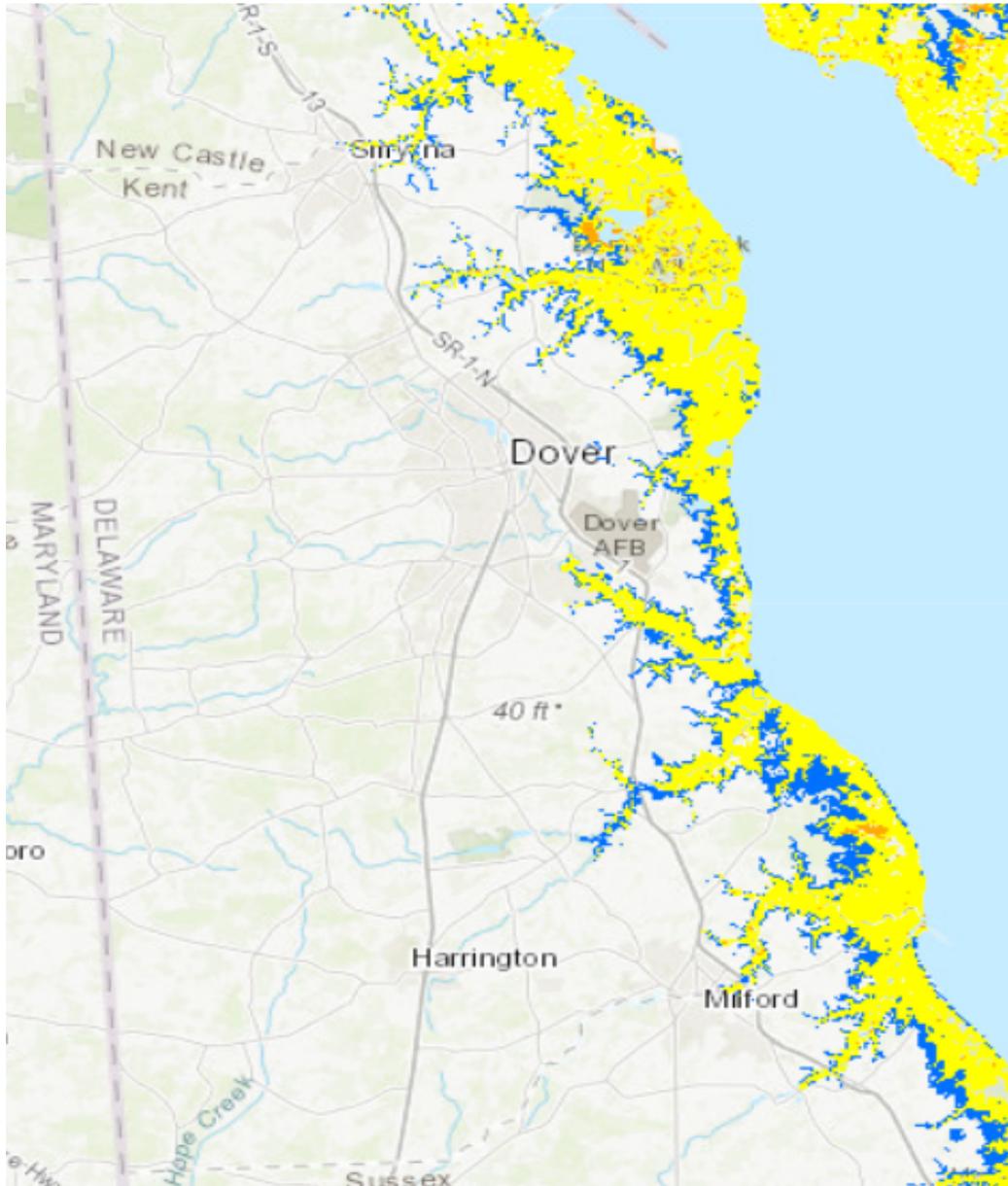
Hurricane Category	Total Evacuating People	Vehicles to Local Destinations	Vehicles to Out of County	Total Evacuating Vehicles
Category 1	52,765	21,535	10,036	31,571
Category 2	87,934	32,181	19,338	51,519
Category 3	120,401	37,509	31,672	69,181
Category 4	135,012	34,978	41,844	76,822

Table KC-4: Evacuating People and Vehicles 2007 Base Year Data (Sussex County Low Tourist Season Occupancy)

Hurricane Category	Total Evacuating People	Vehicles to Local Destinations	Vehicles to Out of County	Total Evacuating Vehicles
Category 1	83,529	21,790	34,932	56,722
Category 2	124,220	32,479	48,556	81,035
Category 3	162,921	37,510	66,021	103,531
Category 4	177,533	34,976	76,197	111,173

Table KC-5: Evacuating People and Vehicles 2007 Base Data (Sussex County High Tourist Season Occupancy)

The 2017 NOAA storm surge maps depicting the Sea, Lake and Overland Surges from Hurricanes (SLOSH) Maximum of Minimums (MOMs) for Category 1 through four storms for Kent County are shown on the following pages.

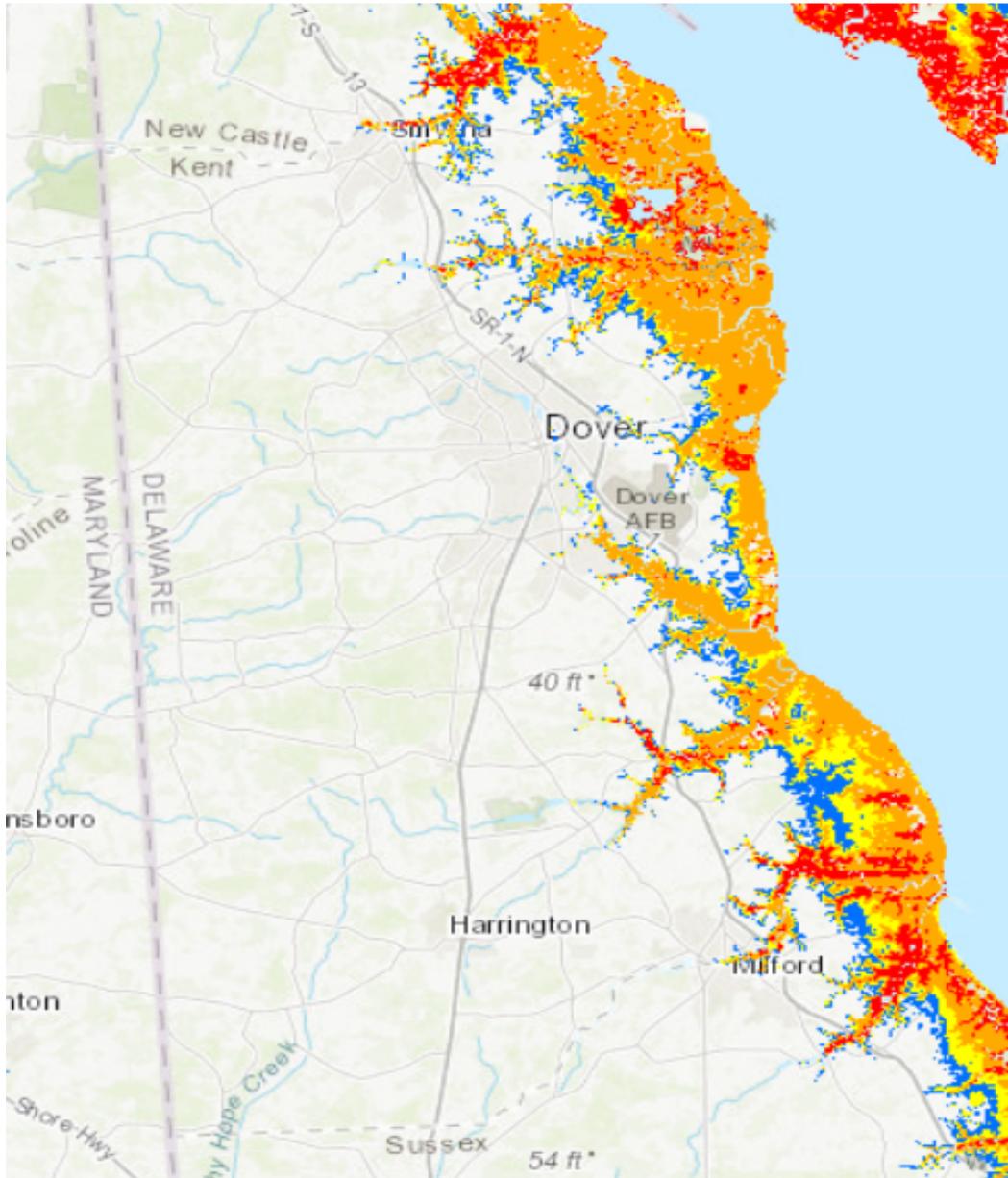


**Category 1 (SLOSH MOMs) Storm Surge Inundation**

Inundation Depth

- Up to 3 feet above ground
- Greater than 3 feet above ground
- Greater than 6 feet above ground
- Greater than 9 feet above ground
- Levee Areas - Consult Local Officials For Flood Risk

Figure KC-3: Kent County Category 1 Storm Surge Inundation (SLOSH Maximum of Maximums)



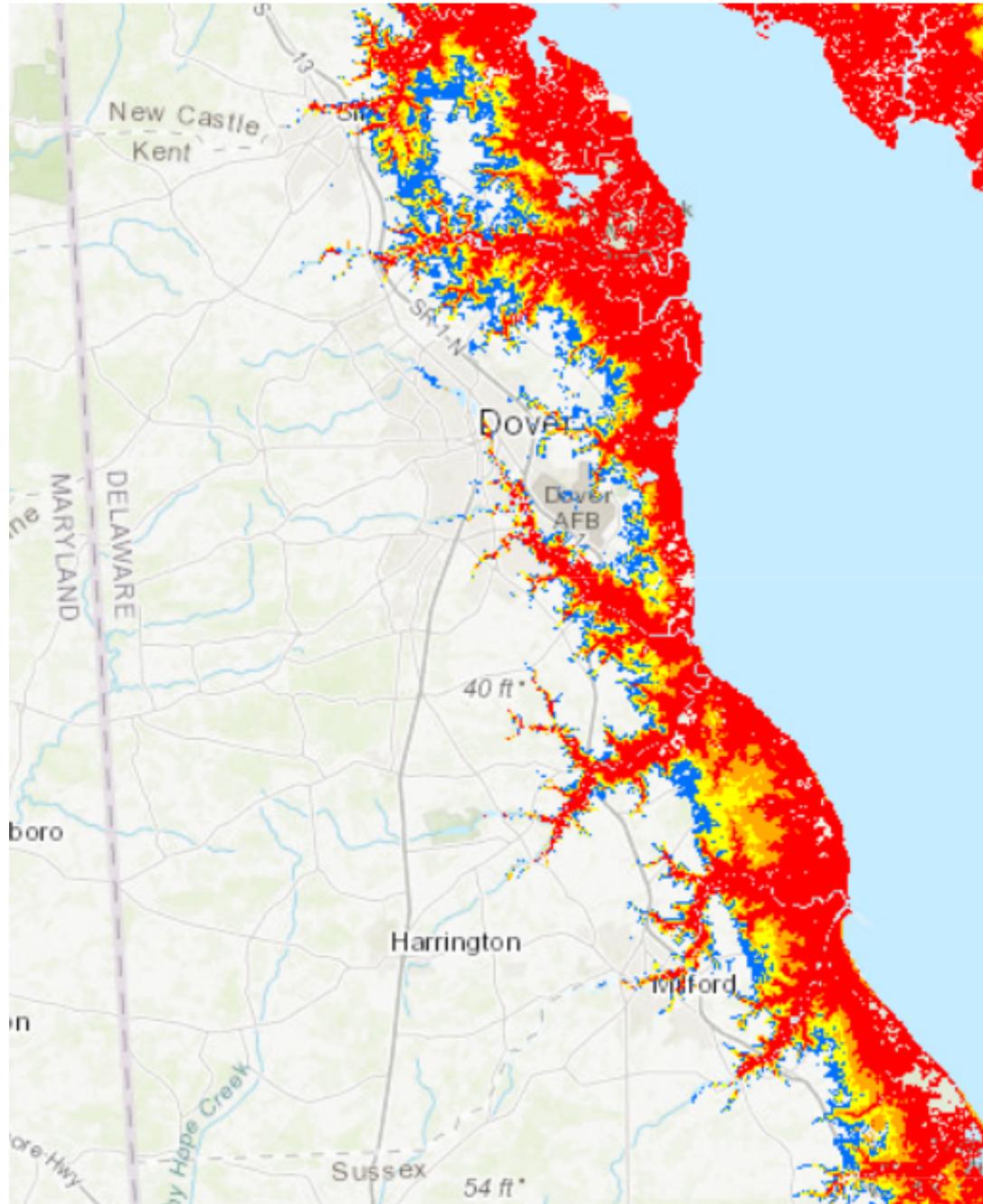
**Category 2 (SLOSH MOMs) Storm Surge Inundation**

Inundation Depth

- Up to 3 feet above ground
- Greater than 3 feet above ground
- Greater than 6 feet above ground
- Greater than 9 feet above ground

Levee Areas - Consult Local Officials For Flood Risk

Figure KC-4: Kent County Category 2 Storm Surge Inundation (SLOSH Maximum of Maximums)

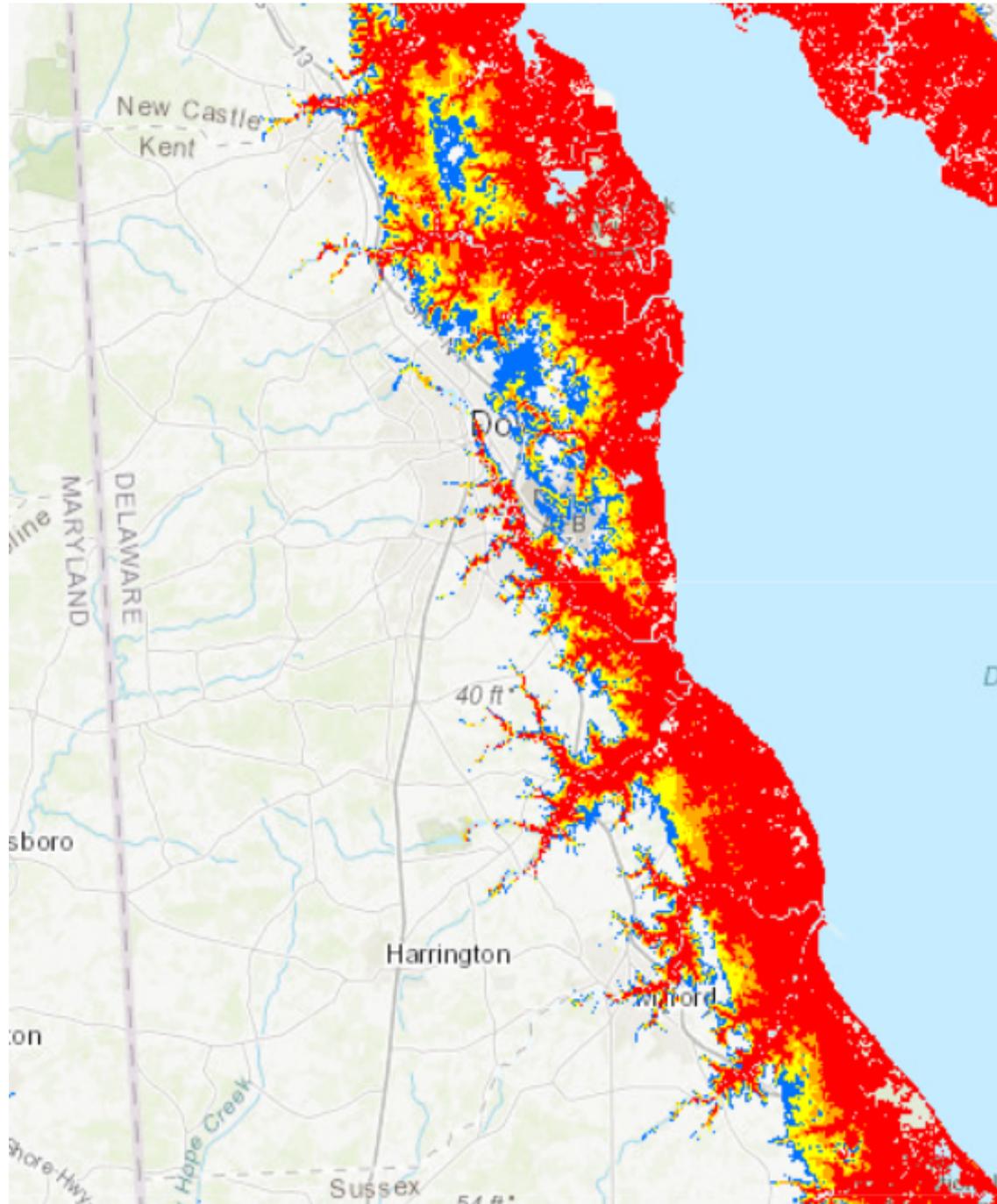


**Category 3 (SLOSH MOMs) Storm Surge Inundation**

Inundation Depth

- Up to 3 feet above ground
- Greater than 3 feet above ground
- Greater than 6 feet above ground
- Greater than 9 feet above ground
- Levee Areas - Consult Local Officials For Flood Risk

Figure KC-5: Kent County Category 3 Storm Surge Inundation (SLOSH Maximum of Maximums)



**Category 4 (SLOSH MOMs) Storm Surge Inundation**

Inundation Depth

- Up to 3 feet above ground
- Greater than 3 feet above ground
- Greater than 6 feet above ground
- Greater than 9 feet above ground
- Levee Areas - Consult Local Officials For Flood Risk

Figure KC-6: Kent County Category 4 Storm Surge Inundation (SLOSH Maximum of Maximums)

## V. Concept of Operations

During an incident or event that impacts the transportation system in Kent County, the TMC coordinates internally with other DeIDOT groups, such as DeIDOT's Division of Community Relations, Delaware Transit Corporation (DTC), DeIDOT Maintenance, and the Department of Motor Vehicles as well as externally with other local, state, and Federal agencies. Some of these external agencies include the Kent County Emergency Operations Center, Delaware State Police (DSP), Federal Highway Administration (FHWA), and the Delaware National Guard (DNG). If necessary, it may be requested that representatives from these organizations come to the TMC and/or that a representative from the local DeIDOT maintenance facility reports to the Kent County EOC for coordination and liaison purposes. DeIDOT's TMC will be the primary contact point for DeIDOT throughout the event. Depending on the location and severity of the incident or event, a decision may be made to set up a remote TMC to manage the incident.

The TMC and Kent County TMT agencies will coordinate activities to manage the transportation system to assist the "at risk" population in Kent County in accordance with this plan. The Kent County Evacuation Annex adopts the concept of levels. The decision-makers must use their judgment in determining when to elevate to a different level. This judgment can be based on several factors and in the case of a weather event, monitoring of various weather sources including, when appropriate, tropical storm and hurricane tracking information to help determine the level of activation. The activation level must also take into consideration that the final call for evacuation must allow enough time for the evacuation of vulnerable populations and the removal of traffic control devices and response personnel to safe locations before sustained tropical storm force winds of 39 MPH reach land.

In order to establish the level of response effort, activation levels 1 thru 4, related to the anticipated level of impact an incident or event could have on the transportation system, have been developed and defined in the Transportation Incident and Event Management Plan (TIEMP). The use of levels allows the amount and assignment of resources (e.g., people, vehicles, equipment, and materials) to be more readily defined and can reduce the time associated with incident identification, response, and clearance. These levels should be used as a guide only, and best professional practices should always be incorporated into determining the appropriate levels of response. Decisions will be made through coordination between the various involved agencies. Transportation management actions, as based upon the phases, to be performed before tropical storm force winds arrive as a tropical storm or hurricane approaches Delaware are summarized in the following sections.

### A. Level 1

Level 1 is the normal daily operating condition for both DeIDOT and the Kent County TMT response agencies.

## B. Level 2

Agencies will move to Level 2 when an event or hurricane with the potential to threaten Delaware has been identified. During Level 2, visitors should be discouraged from coming to the Delaware beaches or other potentially vulnerable areas. Transportation management actions to be carried out during Level 2 include, but will not be limited to the following:

### DeIDOT

- *TMC:*
  - Establish a conference call with the Kent County Transportation Management Team (TMT) to discuss the possible areas that will be affected, the extent to which they will be affected, evacuation route selection, staging areas, etc., and to review evacuation and traffic control procedures.
  - Coordinate with neighboring counties: Sussex and New Castle.
  - Coordinate with neighboring state TMCs:
    - Maryland DOT's Statewide Operations Center (SOC),
    - Pennsylvania's District 6-0 Traffic Management Center (TMC),
    - Virginia's Transportation Operations Center (TOC), and
    - New Jersey's Traffic Operations Center (TOC).
  - Coordinate with neighboring local jurisdictions:
    - Caroline County, MD
    - Queen Anne's County, MD
    - Kent County, MD
  - Monitor and track the path of the storm or hurricane.
  - The TMC staff will update DeIDOT personnel with weather information and Level 2 escalation.
  - Begin evacuation planning with the TMT agencies. In planning for evacuation, the characteristics of the tropical storm or hurricane and its magnitude, intensity, speed of onset, and anticipated duration are all significant factors. These factors will determine the number of people to be evacuated, the distance people must be moved to ensure their safety, the need for reception facilities, and the extent of traffic control and security required.
  - Together with the TMT agencies, consider site-selection and pre-positioning of deployable resources such as aircraft, marine vessels, debris removal equipment, generators, light carts, fuels, food, cots, blankets, etc. Consider reallocation and disbursement of previously positioned equipment and coordinate the availability of portable water tanks (water buffaloes) and review Public Health requirements prior to their use.
  - Review Debris Management Plan.
  - Participate in debris management bridge conference call with the Debris Management Task Force to update/review information.
  - Alert the DeIDOT Central District Maintenance Staff of the elevation to Level 2.

- Request that all DelDOT facilities test equipment, e.g., FAX machines, telephones, and copiers. It is important that those agencies with generators test the generators under full load for a minimum of 8 hours. Ensure an adequate fuel supply is available to operate the emergency generators for a minimum of 72 hours without re-supply.
- Note: The United State Department of Transportation (USDOT) Crisis Management Center (CMC) can be notified at (202) 366-1863 to alert USDOT of the possible need for transportation resources such as Transit Assets and initiate possible Federal Transit Agency (FTA) Grant Program funding for Capital and Operating costs associated with response to and recovery from a declared emergency. USDOT is the primary federal agency for the Emergency Support Function 1 Transportation. Transportation emergency information can be found at <https://www.transportation.gov/emergency> and additional information for the USDOT can be found in Appendix B of this document. *If needed, FTA can provide a representative to be present at the TMC during the actual event.*
- *DelDOT Central District:*
  - Alert all DelDOT staff in the Kent County Central District.
  - Ensure that hurricane evacuation signs reflect road closures or route changes along the evacuation routes.
  - Review resource lists and availability of debris clearing equipment, four-wheel drive vehicles, emergency generators, fuel, chain saws, traffic control equipment, etc.
  - Review the “Debris Management Plan”
- *Delaware Transit Corporation*
  - DTC staff will alert Dispatchers and Drivers.
- *Community Relations*
  - The TMC will participate in bridge calls and coordinate the information from the calls with Community Relations.
  - Ensure that DelDOT is prepared for the tropical storm or hurricane by coordinating with the relevant Public Information Officers (PIOs), as necessary.
- *DMV (Tolls)*
  - DMV will alert the Tolls personnel.
  - Toll personnel should review the “Toll Plaza Modified Operations Plan” and the “Bridge Closure Plan,” specifically the guidelines for wind warnings and restrictions and the closure procedures.
- *Transportation Solutions*
  - Transportation Solutions will alert staff which volunteer to operate the Emergency Response Units prior to and during the pending event and to be prepared for possible activation.

**Delaware Emergency Management Agency**

- Consider partial activation of the State Emergency Operations Center (EOC) to coordinate assessment actions. The assessment should include weather monitoring and hurricane

tracking information from sources such as the National Hurricane Center (NHC) and the National Weather Service (NWS). The assessment information will be disseminated to state, county, and local jurisdiction emergency management agencies.

- Use DelMarVa Emergency Task Force (DETF) bridge call to coordinate lines of communication with adjoining states' (Maryland, Pennsylvania, Virginia, and New Jersey) and local jurisdictions' (Caroline, Queen Anne's and Kent counties in Maryland) emergency management personnel.
- Update the status of inland flooding potential with the Delaware Geological Survey (DGS) and the NWS and update the status of the coastal conditions with the Department of Natural Resources and Environmental Control (DNREC).
- DEMA, DeIDOT and DSP Planners should review debris management plans and verify disposal sites with DeIDOT, DNREC, and Delaware Solid Waste Authority (DSWA). DEMA may consider a bridge conference call with the Debris Management Task Force to update/review information.
- DEMA, DeIDOT, and DSP will update the status of evacuation routes and ensure that road closures are coordinated with local and county emergency officials and are considered in evacuation time-estimates when making evacuation decisions.
- Coordinate with Public Health and Medical Services, to advise all special facilities to be ready to evacuate their patients, staff, narcotics, and records.
- DEMA Public Information Section will coordinate press releases and media response with DeIDOT and DSP.
- At 48 hours out, DEMA will issue hurricane/coastal storm tips and guidelines for preparation, safety, and possible evacuation.
- Confirm that primary and alternate points of contact are current and available for activation and 24-hour operation of the Emergency Operations Center (EOC) and associated Emergency Support Coordinator (ESC) personnel is in effect. DEMA will establish contact with FEMA Region III and obtain a liaison point of contact (POC).

**Kent County Emergency Management Agency**

- Review and update shelter availability. Ensure shelter management plans are up to date. Contact the shelter points of contact (POCs) to update notification procedures and memorandums of understanding and alert rosters for 24-hour notification.
- Update notification alert lists to include primary and alternate POCs to ensure 24-hour coverage. Include addresses, telephone numbers, fax lists, e-mail lists, etc.

**Delaware State Police**

- DSP, DeIDOT and DEMA Planners should review debris management plans and verify disposal sites with DeIDOT, DNREC, and Delaware Solid Waste Authority (DSWA). DEMA may consider a bridge conference call with the Debris Management Task Force to update/review information.
- Assist in the implementation of the Traffic Control Plan for Kent County.

- Provide traffic control along the designated evacuation routes to expedite the flow of traffic out of the affected areas, when necessary.
- Control access to evacuation routes during the evacuation of the “at-risk” areas.
- Maintain order and security on the designated evacuation routes.
- Patrol sections of the designated evacuation routes in order to immediately help clear any disabled vehicles, which may block the roadway or shoulders.
- Assist in warning the public.
- Provide enforcement of the Traffic Regulations and emergency transport of personnel, as requested by the State EMA.
- DSP staff will alert Officers.

**Department of Natural Resources & Environmental Control**

- Mobilize personnel to evaluate the beach areas, to assess site-specific dune conditions, and to continue to monitor the storm formation and provide updated status on the coastal conditions.
- Review “Debris Management Plan”
- Participate on debris management bridge conference call with the Debris Management Task Force to update/review information at DEMA’s request.
- Address dam safety, HazMat, energy, and solid waste/debris issues.

**County and Local Fire Service**

- Alert the appropriate fire districts’ preplanned equipment response hierarchy, including equipment and personnel of mutual aid fire companies.

**County and Local Emergency Management Agencies**

- Review and update shelter availability.
- Review the list of city/county transportation resources.

**Local Law Enforcement**

- Assist DSP as required.
- Assist in warning the public.

**C. Level 3**

The State and all associated agencies will elevate to Level 3 operations. This decision to move to Level 3 should be based on detailed data from the monitoring of various weather sources including, when appropriate, tropical storm and hurricane tracking information to help determine the level of activation. At this point, all non-residents should be requested to evacuate. Actions to be taken at this Level will include, but will not be limited to:

**DeIDOT**

- *TMC:*
  - The TMC and the Kent County TMT will continue active communications.

- Keep neighboring TMCs (Maryland’s CHART, Pennsylvania’s TCC, Virginia’s STC, and New Jersey’s TOC) informed of Delaware’s status as well as evacuation and traffic control decisions.
- Coordinate public information announcements with the Division of Community Relations to ensure that consistent, correct information is given out.
- DeIDOT Debris Manager will establish a meeting of the Debris Management Team.
- Since it is estimated to take over 24 hours to evacuate a large population, any planned evacuation should be in progress. At least 24 hours prior to the onset of the storm and anticipated tidal inundation, the “at risk” populations of Kent County will be advised to evacuate voluntarily or as directed by the Governor, if this action is deemed necessary for the preservation of life. This evacuation assumes that all roads are opened, demand is constant, and two-way traffic is in effect. In general, the evacuation of the most “at-risk” areas will take place using the designated evacuation routes.
- Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.
- *DeIDOT Central District*
  - Mobilize state evacuation traffic control active and passive resources. DeIDOT Central District staff will be positioned where they can take up their duties within an hour of being ordered to do so. Barriers, cones, and other traffic control devices will be positioned where they can be brought into operation with minimal delay.
  - Clear any maintenance activities and coordinate with the Division of Transportation Solutions to clear current road construction activities along designated and alternate evacuation routes.
  - Clear all drains and gutters to provide for maximum flow of storm water.
  - Ensure evacuation traffic control measures are in place to include pre-positioning of equipment to tow stalled vehicles. Data from the TMC will be used to make evacuation decisions and recommendations. Evacuation information will be passed to the media and radio station WTMC (1380 AM). DeIDOT may consider waiving tolls and adjusting traffic signals to allow for increased evacuation flow.
  - Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.
- *Delaware Transit Corporation*
  - Review “All Hazards Evacuation Plan for Individuals Requiring Special Transportation Assistance”.
  - DTC will coordinate activities and receive direction from DeIDOT’s Homeland Security Planner and mobilize their resources to aid in the evacuation of people with special needs, when requested.
  - Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.
- *Community Relations*
  - Coordinate with the DEMA PIO or designated PIO, as necessary.

- Relevant PIOs, including DeIDOT, DEMA, and DSP, will disseminate consistent evacuation information advising the public of evacuation actions to be taken using a current list of radio stations, television stations, cable television companies, and transportation public outreach technologies.
- Report to the State EOC and/or JIC, if necessary.
- DeIDOT TMC or designated back-up will issue transportation statements, as required.
- DEMA will assist in establishing a rumor control center, if possible.
- Coordinate with the TMC for messaging on DeIDOT's radio station WTMC (1380AM).
- Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.
- *DMV (Tolls)*
  - Coordinate with DeIDOT Maintenance forces to ensure traffic control devices are pre-positioned (see Bridge Closure Plan) in the case that the decision is made to waive tolls or close bridges.
  - Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.
- *Transportation Solutions*
  - Deploy Emergency Response Unit Patrols at the direction of the TMC.
  - Ensure that employees and critical emergency response personnel are allowed and have time to take care of their families.

**Delaware Emergency Management Agency**

- Activate the State EOC, (known hereafter as EOC) if not previously activated and identify the required Emergency Support Coordinators (ESCs) to report to the EOC. Implement appropriate plans and annexes.
- DEMA PIO, in conjunction with other agency PIOs, will ensure the public is informed of the current situation and will recommend actions to ensure the safety of personnel and property. Also, DEMA will assist DeIDOT Community Relations in establishing a rumor control center, if possible. The DEMA Director, in coordination with the Governor's Communications Director/PIO, will determine the need for a JIC. Disseminate information using radio, TV, newspaper, etc. to ensure maximum coverage. Encourage people to stay tuned to their local radio and TV stations for information, instructions, and local weather conditions. Coordinate action and information release with Ocean City's emergency management personnel.
- Coordinate actions with county and local emergency management personnel and establish bridge call conference schedule.
- Coordinate the necessary documentation to activate or partially activate the DNG when their support is necessary. Additionally, DEMA must prepare necessary documentation for the Governor to declare a State of Emergency and a request for Federal Assistance prior to the event if a disaster appears eminent.
- Assess data from: the NHS, the NWS, coastal seasonal population information, and computer models, such as HURREVAC, to assist in making appropriate protective action recommendations and emergency decisions (e.g., when to start initial evacuation of coastal

and low-lying areas, mobile home parks, waterfront properties, and campgrounds, when to open shelters, and when to secure marinas, small craft, and aircraft, etc.).

- Coordinate evacuation decisions with adjoining states (Maryland, Pennsylvania, Virginia, and New Jersey) and local jurisdictions' (Caroline, Queen Anne's and Kent counties in Maryland) emergency management personnel via the DETF.
- In coordination with DeIDOT TMC and DSP, ensure pertinent information (existing weather conditions, traffic conditions, road closures, etc.) is properly distributed to local EMAs, law enforcement, and media.
- Ensure the communication network is established to give/receive regular situation reports (SITREPS) on local conditions, shelter status, and evacuation status. Consider testing a backup plan in the event the primary method fails. Backup systems include systems operated by the Radio Amateurs Civil Emergency System (RACES), the Civil Air Patrol (CAP), and the DNG, etc.
- Coordinate for the early release of schools and non-essential employees (State and industry) to assist evacuation measures. Coordinate actions with the Governor's Chief of Staff, Department of Education (DoEd), and the American Society of Industrial Safety (ASIS).

**Kent County EOC**

- Coordinate evacuation decisions with adjoining Delaware counties (New Castle and Sussex) and Maryland local jurisdictions' (Caroline, Queen Anne's and Kent counties) emergency management personnel.
- Ensure pertinent information (existing weather conditions, traffic conditions, road closures, etc.) is properly distributed to DeIDOT, local EMAs, law enforcement, and media.
- Ensure the communication network is established to give/receive regular SITREPS on local conditions, shelter status, and evacuation status. Consider testing a backup plan in the event the primary method fails. Backup systems include systems operated by the Radio Amateurs Civil Emergency System (RACES), the Civil Air Patrol (CAP), and the DNG, etc.

**Delaware State Police**

- Assist in the implementation of the Traffic Control Plan for Kent County.
- Provide traffic control along the designated evacuation routes to expedite the flow of traffic out of the affected areas, when necessary.
- Control access to evacuation routes during the evacuation of the "at-risk" areas.
- Maintain order and security on the designated evacuation routes.
- Patrol sections of the designated evacuation routes in order to immediately help clear any disabled vehicles, which may block the roadway or shoulders.
- Assist in warning the public.
- Control re-entry into the impacted area.
- Provide enforcement of the Traffic Regulations and emergency transport of personnel, as requested by the State EOC.
- Protect property in evacuated areas, and limit access to those areas.
- DSP staff will alert Officers.

**Department of Natural Resources & Environmental Control**

- Work with DGS to assess the coastal and inland flooding vulnerability and risk assessment.
- Address dam safety, HazMat, energy, and solid waste/debris issues (see Debris Management Plan).

**County and Local Fire Service**

- Assist in warning the public.
- Assist in evacuating the aged, persons with disabilities, and other special needs groups.

**County and Local Emergency Management Agencies**

- Determine availability of needed transportation resources within the jurisdiction and coordinate the mobilization and distribution of these resources.
- Support and coordinate special evacuation needs of the physically impaired and senior citizens in the jurisdiction.

**Local Law Enforcement**

- Assist DSP with traffic control, property protection, and warning the public, as required.

**D. Level 4**

The State and all associated agencies will elevate to Level 4 operations. This decision to move to Level 4 should be based on detailed data from the monitoring of various weather sources including, when appropriate, tropical storm and hurricane tracking information to help determine the level of activation. At this point, all people, except Emergency Personnel, should be requested to evacuate from the areas at risk. Actions to be taken at this Level will include, but will not be limited to:

**DeIDOT**

- *TMC:*
  - The TMC and Kent County TMT agencies will maintain 24-hour operations from the beginning of any evacuation through the implementation of any recovery plan.
  - Keep neighboring TMCs (Maryland's CHART, Pennsylvania's TCC, Virginia's STC, and New Jersey's TOC) informed of Delaware's status as well as evacuation and traffic control decisions.
  - Continue to monitor traffic flow and choke points. Radio station WTMC (1380 AM) will broadcast regular road reports and updates statewide.
- *DeIDOT Central District*
  - Activate traffic control plans and place resources (arrow boards, portable VMS, barricades, detour signs, cones, and shelter arrows) into position at critical locations.
  - Activate the established evacuation traffic routes and ensure traffic control measures are in place and activated to provide maximum evacuation traffic flow. Coordinate the traffic control measures with the DSP.
  - Evaluate staffing requirements needed to occupy key intersections and evacuation choke points.

- Place available wreckers and tow trucks on-site at predetermined locations.
- Coordinate with the TMC for Emergency Response Units (ERUs) and Motorist Assistance Patrol (MAP) vehicles.
- Impose mandatory traffic control to funnel evacuating vehicles to designated evacuation routes.
- *Delaware Transit Corporation (DTC)*
  - Pick up persons desiring to be transported to shelters, if required.
- *Community Relations*
  - PIOs should consider radio and TV releases as well as transportation public outreach technologies to inform those individuals about last minute recommendations, i.e., “structurally sound and above surge heights.”
- *DMV (Tolls)*
  - Be prepared to suspend tolls if requested.
  - Be prepared to coordinate with DelDOT Maintenance forces to close bridges following the procedures outlined in the “Toll Plaza Modified Operations Plan” and the “Bridge Closure Plan” if requested.
- *Transportation Solutions*
  - Continue patrolling routes and assisting with traffic control if requested.
  - Pick up persons/pets desiring to be transported to shelters, if required.

**Delaware Emergency Management Agency (DEMA)**

- Ensure notification is made to all emergency management agencies concerning the upgraded status.
- Determine what protective actions should be recommended to the Secretary/Governor.
- Ensure evacuation decisions are based upon completion of evacuation prior to arrival of gale force winds (34 knots/39 mph). If possible, the evacuation should be accomplished during daylight hours. To ensure widest dissemination of all protective actions and evacuation decisions initiate the use of the Emergency Alert System (EAS) messages. Emphasize the importance of the evacuation of all campers and mobile homes. Consider staffing requirements for last minute door-to-door evacuation recommendations for residents who refuse to leave coastal beach areas.
- Notify adjacent states of protective actions and evacuation decisions.
- The State EOC will provide tips and guidelines to the public on what to expect during the storm.

**Kent County EMA**

- Provide periodic SITREPS to the DEMA.
- Ensure notification is made to all county and municipal personnel concerning the upgraded status.
- Ensure evacuation decisions are based upon completion of evacuation prior to arrival of gale force winds (34 knots/39 mph). If possible, the evacuation should be accomplished during daylight hours. To ensure widest dissemination of all protective actions and evacuation

decisions initiate the use of the EAS messages. Emphasize the importance of the evacuation of all campers and mobile homes. Consider staffing requirements for last minute door-to-door evacuation recommendations for residents who refuse to leave coastal beach and at risk areas.

- Notify adjacent counties of protective actions and evacuation decisions.
- Red Cross shelter availability and requirements should be finalized. Shelters scheduled to be opened must be coordinated with state and municipal emergency management agencies.
- Provide shelter availability information to DeIDOT and DSP to assist public inquires.

**Delaware State Police**

- Deploy law enforcement and traffic control personnel, (e.g., flagmen, police officers).
- DSP will limit all incoming traffic on the evacuation routes to emergency personnel.
- Be prepared to recommend last minute “panic” places of refuge for those individuals that did not evacuate and are now asking where they can go for safety. Recommend to those individuals facilities that appear to be structurally sound and located above surge heights, i.e. 2nd or 3rd floor. If individuals refuse to evacuate and remain at home, if time permits, attempt to obtain names and addresses of next of kin notification. PIOs should consider radio and TV releases to inform those individuals about last minute recommendations, i.e., “structurally sound and above surge heights.”

**Public Health and Medical Services**

- Public Health and Medical Services will coordinate the evacuation and shelter of persons having mobility limitations.

**Public Utilities**

- Public utility agencies/companies should implement action plans to minimize storm damage due to wind and storm surge. Action should be taken to preclude contamination of potable water resources and to minimize damage to sewage disposal systems and electrical distribution grids. County and local EOCs can assist the public utility agencies to ensure the public is notified of systems that are/will be deactivated. This announcement may encourage undecided residents/tourists to evacuate.

**Delaware National Guard**

- If not previously accomplished, consider partial or full activation of the Delaware National Guard (DNG) and a State of Emergency declaration by the Governor.
- Consider FEMA Region III Emergency Response Team (ERT) and Field Assessment Team (FAST) team assistance. The Governor can request a Federal Emergency Declaration prior to the storm event if event is imminent. This declaration would make additional resources available, such as the Army Corps of Engineers Post Flood Assistance under Public Law 84-99.
- Be prepared to recommend last minute “panic” places of refuge for those individuals that did not evacuate and are now asking where they can go for safety. Recommend to those

individuals facilities that appear to be structurally sound and located above surge heights, i.e. 2nd or 3rd floor. If individuals refuse to evacuate and remain at home, if time permits, attempt to obtain names and addresses of next of kin notification. PIOs should consider radio and TV releases to inform those individuals concerning last minute recommendations, i.e., “structurally sound and above surge heights.”

**County and Local Fire Service**

- Direct task assignments and personnel relief in performing fire, rescue, fire police, and emergency medical efforts, and in alerting, warning, evacuating, and, if necessary, radiological monitoring activities.
- Coordinate task assignments given to support agencies.
- Request additional personnel and resources, as appropriate.
- Prepare and forward fire reports to the State Fire Marshal’s office.
- Provide fire protection in evacuated areas.

**County and Local Emergency Management Agencies**

- Communicate with DEMA, TMC, and DSP regarding information on local evacuation routes and road conditions.
- Assist TMC and DSP in identifying major transportation arteries affected by the storm event and in developing alternate or by-pass routes.

**Local Law Enforcement**

- Coordinate law enforcement activities with the DSP and other emergency services.

**E. 12 Hours Prior to the Arrival of the Tropical Storm Force Winds (39 MPH Sustained Winds)**

This phase applies to a situation approximately 12 hours prior to landfall and the arrival of tropical storm force winds (39 MPH sustained winds). At this point, all agencies should be operating at Level 4. At this stage, personnel should begin to secure all temporary traffic control devices that have been set up for evacuation or other purposes to prevent the devices from becoming projectiles during the anticipated high winds and begin to seek shelter in a safe location.

**DeIDOT**

- *TMC:*
  - Advise all personnel to begin securing equipment and seek shelter in a safe place.
- *DeIDOT Central District*
  - Secure all temporary traffic control devices deployed and seek shelter in a safe place.
- *Delaware Transit Corporation*
  - Prepare to cease bus operations when directed.
  - Advise staff to seek shelter in a safe location.
- *Community Relations*

- PIOs working with DEMA should coordinate radio and TV releases as well as transportation public outreach technologies to inform the public about emergency services ceasing operations and sheltering their personnel and at some point will not be able to respond to their emergencies. If people are in harm's way they should be evacuating immediately if possible. Also, provide guidance on last minute recommendations for sheltering in place, i.e., "structurally sound and above surge heights."
- *Motor Vehicles Division (Tolls)*
  - Prepare to activate the facility specific response guidelines in the "Bridge Closure Plan" and the "Toll Plaza Modified Operations Plan".
- *DelDOT Transportation Solutions Division*
  - Recall all Emergency Response Units.
  - Secure all deployed temporary traffic control devices and seek shelter in a safe place.

### F. Storm Event (Level 4)

This phase applies to a situation in which 39 mph winds of the outer edges of the hurricane have arrived. This Storm Event stage is equivalent to a Level 4 incident. At this point, all agencies should be operating at Level 4. Storm event management activities will be coordinated directly between the TMC, DeIDOT’s Central District office, scene(s), supervisor(s), the State EOC, and federal transportation agencies, as illustrated in Figure KC-7 below.

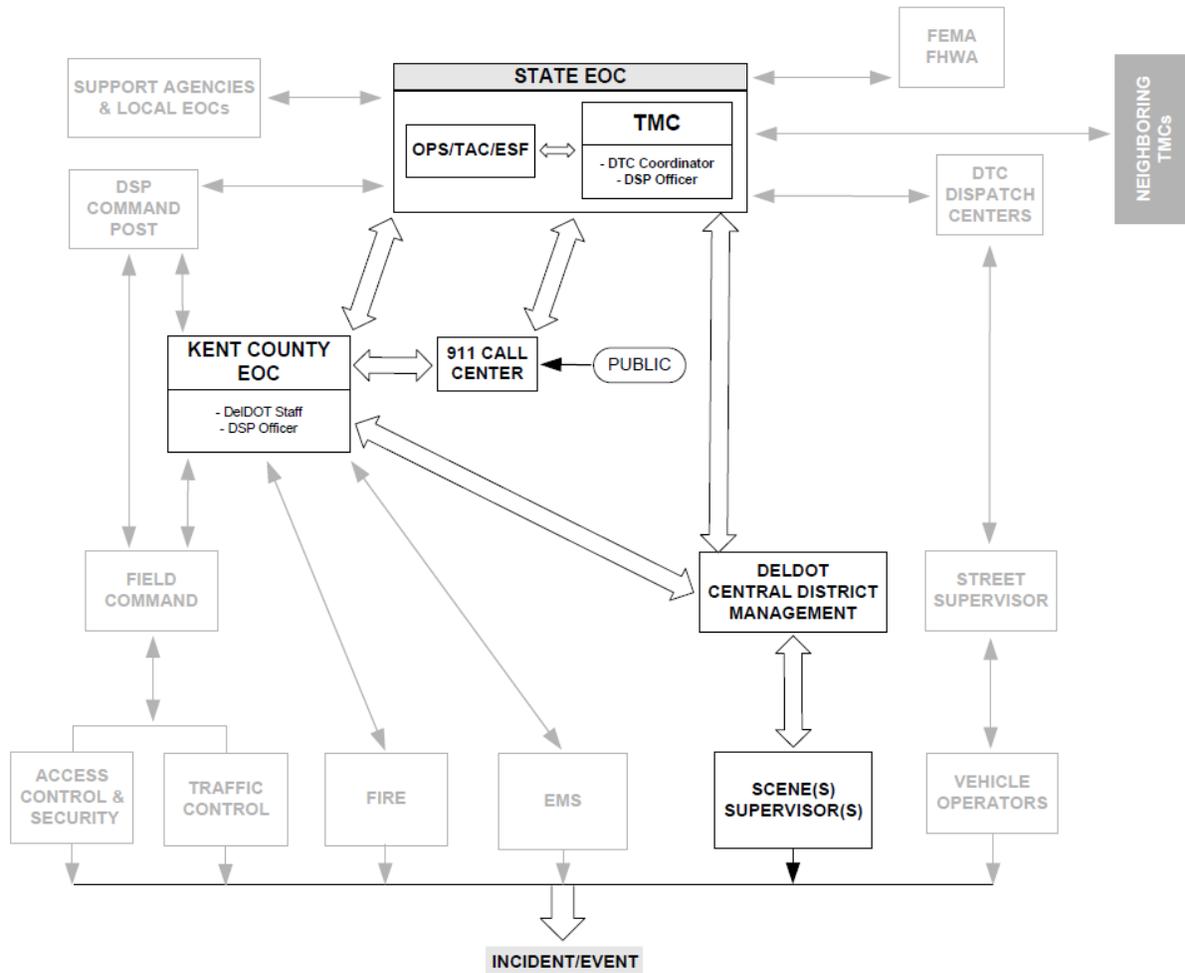


Figure KC-7: State EOC/Sussex County EOC/TMC/DeIDOT South District Communications (Level 4)

Coordination with all activated local and county EOCs and Federal Emergency Management Agency (FEMA) will be through the state EOC. **During the storm event, all TMT agencies (e.g., DeIDOT Central District, DSP, DNREC, County and Local Fire Service, County and Local EMAs, and Local Law Enforcement) should recall emergency responders and all deployed personnel back to their operating locations. Ensure personnel do not take unnecessary risks as the storm approaches and winds exceed gale force strength. Supervisors must continue to emphasize safety procedures.** Other transportation management actions to be carried out will include, but will not be limited to the following:

**DeIDOT**

- *TMC:*
  - The TMC and Kent County TMT will terminate all pre-event activities.
  - Continue to monitor the event and provide information to the Kent County TMT agencies and neighboring TMCs.
- *DeIDOT Central District*
  - Ensure evacuation procedures are terminated.
- *Transportation Solutions*
  - Ensure evacuation procedures are terminated.
- *Motor Vehicles Division (Tolls)*
  - Prepare to activate the facility specific response guidelines in the Bridge Closure Plan for the appropriate level, if needed.

**Delaware Emergency Management Agency**

- DEMA PIO should continue to coordinate with PIOs of relevant agencies, (e.g., DeIDOT TMC, DSP, DNG), and using all and any means available, will notify the public and explain the calm conditions as the eye passes overhead. The public should be made aware that the improved weather conditions are temporary and that the storm conditions will return with winds coming from the opposite direction, sometimes in a period of just a few minutes.
- Should a JIC be established, the lead PIO will coordinate information and distribution.
- EOC and ESCs should establish a plan of action concerning re-entry and recovery procedures. Finalize procedures for human needs assessment and damage assessment.
- If possible, continue to maintain communications with local EOC emergency management personnel to receive SITREPS. Consider alternate communication methods operated by the RACES, DNG, CAP, etc.
- Monitor local weather conditions to determine when it is safe to proceed outside.

**Kent County EOC**

- Ensure evacuation procedures are terminated. Residents who did not evacuate and are requesting assistance will be encouraged to seek a last-minute place of refuge.
- Together with DEMA and ESCs, establish a plan of action concerning re-entry and recovery procedures. Finalize procedures for human needs assessment and damage assessment.
- If possible, continue to maintain communications with municipal emergency management personnel to receive SITREPS. Consider alternate communication methods operated by the RACES, DNG, CAP, etc.
- Monitor local weather conditions to determine when it is safe to proceed outside.
- PIOs, using all and any means available, should notify the public concerning the calm conditions as the eye passes overhead. The public should be made aware that the improved weather conditions are temporary and that the storm conditions will return with winds coming from the opposite direction, sometimes in a period of just a few minutes.

**Delaware State Police (DSP)**

- Ensure evacuation procedures are terminated.

**Local Law Enforcement**

- Assist DSP as required.

## G. Re-Entry/Recovery Phase

This phase will be implemented following the passage of the storm. Affected Kent County agencies may remain at Level 4 or downgrade to a lower level depending on the extent of the damage inflicted by the storm. First responders shall accomplish initial assessments to determine hazardous and non-hazardous areas. If conditions allow for debris clearance and power restoration, then workers may re-enter the area. Areas that the EOC or first responders consider unsafe shall be restricted areas until they are made safe. Emergency roadway clearance procedures and guidelines shall be followed as specified in the Debris Management Plan. The following minimum transportation management actions will be implemented:

### DeIDOT

- *TMC:*
  - Reestablish communication with the Kent County TMT agencies.
  - Set up a conference call with the Kent County TMT agencies to determine the requirements for traffic control for the return of evacuees.
  - Continue to monitor the event and provide information to the Kent County TMT agencies and the neighboring TMCs.
  - Participate in post-disaster critiques.
  - Make appropriate recommendations for procedural changes.
- *DeIDOT Central District*
  - DeIDOT, as the Primary Agency for Public Works and Engineering functions, will be responsible for coordinating with appropriate support agencies and companies to provide the public works and engineering assistance required to restore the evacuated area(s) to habitable conditions.
  - The Public Works and Engineering support agencies and companies will provide personnel to assess the affected areas to ensure that the following conditions prevail in the evacuated area before evacuees are authorized to return:
    - The threat that caused the evacuation has been resolved.
    - Sufficient debris has been removed to permit travel, and roads and bridges are safe to use.
    - Downed power lines have been removed; ruptured gas, water and sewer lines have been repaired; and other significant safety hazards have been eliminated. However, utility services may not have been fully restored yet.
    - Structures have been inspected and determined to be safe to reoccupy.
    - There is adequate water available for firefighting.
  - Activate the traffic control plan and place resources into position to support the re-entry checkpoints established by Kent County.
  - Place available wreckers, tow trucks, Emergency Response Units and MAP vehicles on-site at predetermined locations.
  - Coordinate debris removal activities with other agencies as specified in the “Debris Removal Plan”
  - Participate in post-disaster critiques.
  - Make appropriate recommendations for procedural changes.
- *Community Relations*
  - Disseminate information, using a current list of radio stations, television stations, cable television companies, and transportation public outreach technologies, advising the

public that they can return to their homes and businesses when deemed safe. Preferred travel routes will be indicated.

- Coordinate with the DEMA PIO, as necessary.
- Report to the TMC, State EOC and/or JIC, if necessary. During the re-entry/recovery phase, the JIC may stand down or may be operating on a skeleton staff. Alternatively, the EOC may take over the responsibility for disseminating information to the public.
- Issue transportation statements, as required.
- Assist rumor control, if possible.
- Coordinate with the TMC/Radio Station WTMC (1380AM).
- Participate in post-disaster critiques.
- Make appropriate recommendations for procedural changes.

**Delaware Emergency Management Agency**

- EOC should assess and/or re-establish communications with all areas and emergency management or emergency response agencies.
- PIOs should initiate aggressive public awareness measures to keep the public informed of the current situation. Emphasize outdoor hazards, including downed power lines, weakened bridges, washed out roads, weakened tree limbs, damaged overhanging structures, etc.
- The EOC will provide tips and instructions to the public on re-entry.
- Participate in post-disaster critiques.
- Make appropriate recommendations for procedural changes.

**Kent County EOC**

- Assess and/or re-establish communications with all areas and emergency management or emergency response agencies.
- Communicate with municipal and local officials, including local fire service organizations, to assess their conditions and potential hazards of re-entry. Human needs requirements and initial damage information shall be passed to the county EOC to be forwarded to the State EOC. The State EOC shall be responsible for coordinating the Initial Damage Assessment (IDA) as specified in the Damage Assessment Annex of the DEOP. This assessment may include, but not be limited to CAP, DNG, and DSP aerial fly-over, windshield assessment, etc.
- Initiate immediate search and rescue (SAR) procedures if there are missing individuals. Responsibility and protocol for coordinating SAR efforts are outlined in the DEOP and may include urban SAR by the fire service organizations, aerial SAR by DSP and the CAP, and marine SAR by the Delaware Marine Patrol. Requests for status of missing persons should be coordinated with the American Red Cross in Delaware.
- Coordinate with DSP to establish security of those areas that have been impacted severely. Security and law enforcement resources and procedures are specified in the DEOP.
- Coordinate resource needs with DSP and DelDOT to support the re-entry checkpoints as necessary.
- Participate in post-disaster critiques.
- Make appropriate recommendations for procedural changes.

**Delaware State Police**

- Deploy law enforcement and traffic control personnel to provide traffic control for the return of the evacuees.
- Maintain access controls for areas that cannot be safely reoccupied.
- Establish security of those areas that have been impacted severely. Security and law enforcement resources and procedures are specified in the Military Support section of the DEOP.
- Participate in post-disaster critiques.
- Make appropriate recommendations for procedural changes.

**Department of Natural Resources & Environmental Control**

- Coordinate and assess damage to beaches, parks, dams, and fish and wildlife areas.
- Address dam safety, HazMat, energy, and solid waste/debris issues.
- Coordinate debris removal with DelDOT as referenced in the “Debris Management Plan”.

**County and Local Fire Service**

- Local officials and local fire service organizations shall assess their conditions and potential hazards of re-entry.
- Assess safety of damaged area(s)/structure(s) for public/private use.
- Notify proper authorities to inspect damaged area(s)/structure(s) for public/private use, as appropriate.
- Prepare and forward fire reports to the State Fire Marshal’s office.
- Participate in post-disaster critiques.
- Make appropriate recommendations for changes to the Fire and Rescue ESC.

**County and Local Emergency Management Agencies**

- Assess and/or re-establish communications with all areas and emergency management or emergency response agencies.
- Participate in post-disaster critiques.
- Make appropriate recommendations for procedural changes.

**Local Law Enforcement**

- Assist DSP with traffic control and security, as required.
- Participate in post-disaster critiques.
- Make appropriate recommendations for procedural changes.

## VI. Evacuation Routes

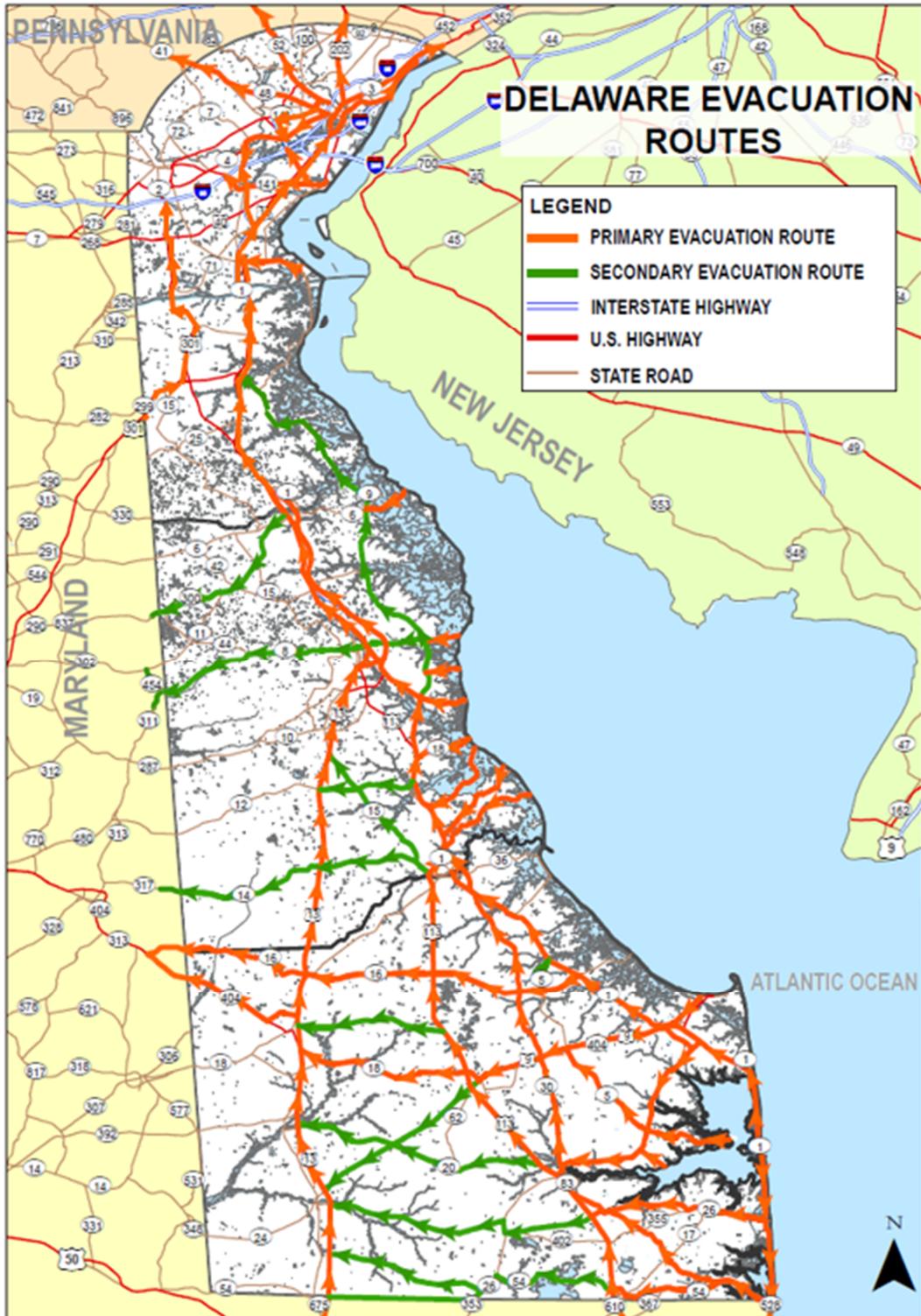


Figure KC-8: Delaware Evacuation Routes

**A. Primary Evacuation Routes**

The primary evacuation routes for Kent County are indicated in Table KC-6 and KC-7 and illustrated in Figure KC-8. The evacuation routes (with the exception of some sections of SR 1) are unlimited access roadways with numerous entrances and exits. Therefore, it will not be possible to limit access to the designated primary evacuation routes during an emergency, and it is anticipated that traffic flow will continue normally along these routes. It is expected that evacuees will utilize the outbound lane(s) with emergency vehicles being directed to the inbound lane(s). All primary evacuation routes are signed. TMC, with assistance from the DSP and local law enforcement, will provide traffic management and control along the designated evacuation routes. See Appendix A for the intersection control setups based on the guidelines in the 2011 Delaware Manual of Uniform Traffic Control Devices.

ROUTE	FROM	TO
<b>SR 1</b>	Kent/Sussex County Border	Kent/New Castle County Border
<b>US 13</b>	Kent/Sussex County Border	Kent/New Castle County Border
<b>US 113</b>	Kent/Sussex County Border	US 13

Table KC-6: Primary evacuation Routes (North/South)

ROUTE	FROM	TO
<b>RD 6 (Woodland Beach Rd)</b>	Delaware Bay	DE 9
<b>RD 89 (Port Mahon Rd)</b>	Delaware Bay	DE 9
<b>RD 349 (Pickering Beach Rd)</b>	Delaware Bay	DE 9
<b>RD 68 (Kitts Hummock Rd)</b>	Delaware Bay	DE 9
<b>RD 18 (Bowers Beach Road)</b>	Delaware Bay	SR 1
<b>RD 120 (Milford Neck Road)</b>	Delaware Bay	SR 1
<b>RD 19 (Thompsonville Road)</b>	Delaware Bay	SR 1
<b>Rd 124 (Big Stone Beach Road)</b>	Delaware Bay	SR 1

Table KC-7: Primary Evacuation Routes (East/West)

### B. Secondary Evacuation Routes

A network of secondary evacuation routes direct local residents to the primary evacuation routes and also can be utilized to reroute traffic during an evacuation in the event that the primary evacuation routes become impassible. The secondary evacuation routes are described in Table KC-8 and KC-9, and illustrated in Figure KC-8. All secondary evacuation routes are signed. TMC, with assistance from the DSP and local law enforcement, will provide traffic management and control along the secondary evacuation routes. See Appendix A for the intersection control diagrams which show traffic control setups based on the 2011 Delaware Manual on Uniform Traffic Control Devices (MUTCD).

ROUTE	FROM	TO
DE 9	SR 1	Kent/New Castle County Border

Table KC-8: Secondary Evacuation Routes (North/South)

ROUTE	FROM	TO
DE 300	US 13	DE/MD Border
DE 42	DE 9	SR 1
DE 8	DE 9	DE/MD Border
DE 15	DE 14	US 13
DE 12	SR 1	US13
DE 14	SR 1	DE/MD Border

Table KC-9: Secondary Evacuation Routes (East/West)

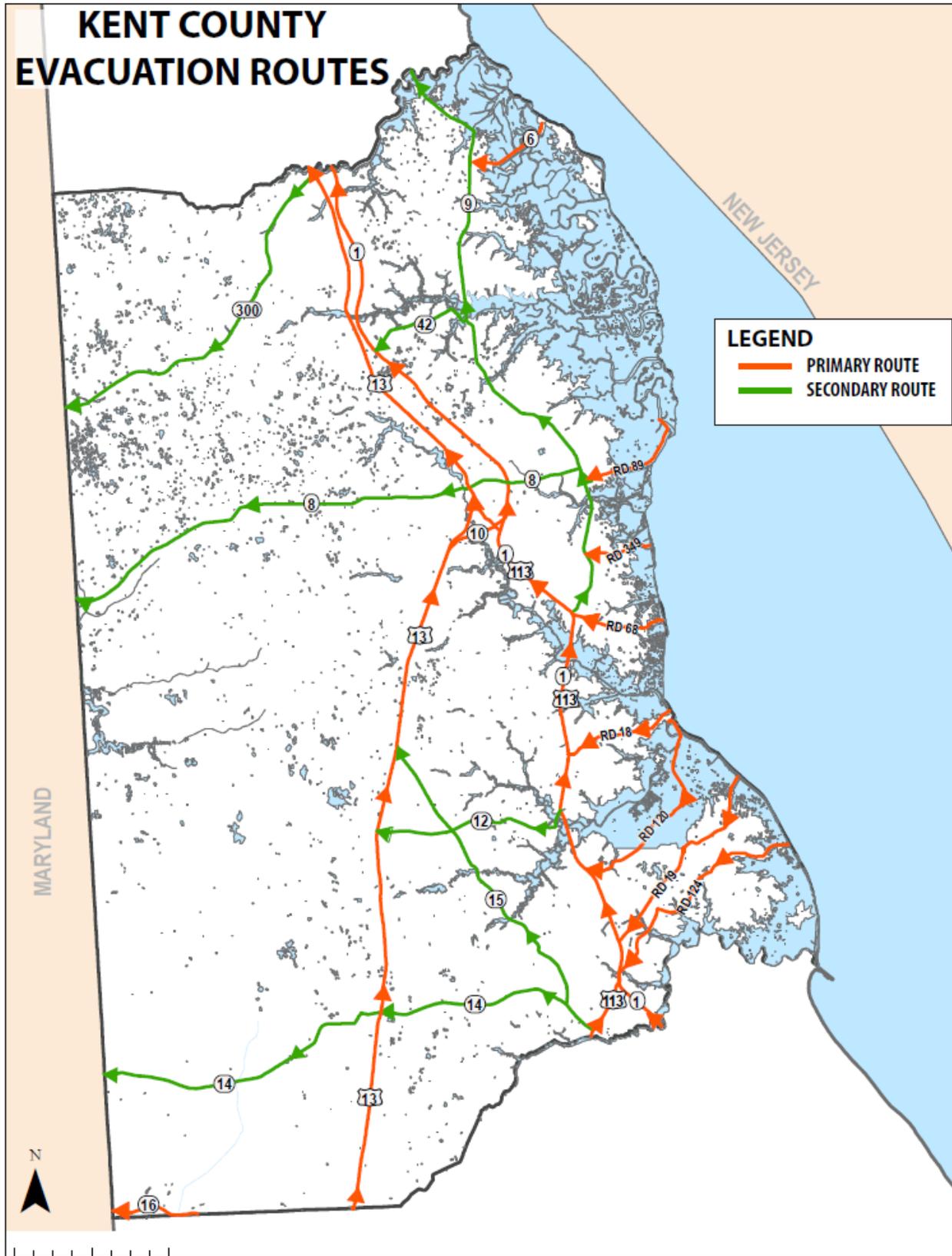


Figure KC-9 Map of Primary and Secondary Evacuation Routes

## **VII. Local Routes**

Local municipalities will perform traffic management and control along local roads, i.e., roads not designated as primary or secondary evacuation routes.

## **VIII. Resources**

The TMC has determined the required resources for traffic control of each intersection. Please see Appendix A for resource details.

## **IX. Shelters**

DEMA will establish shelters as needed and DelDOT will ensure ingress and egress to the facilities.

## APPENDIX A

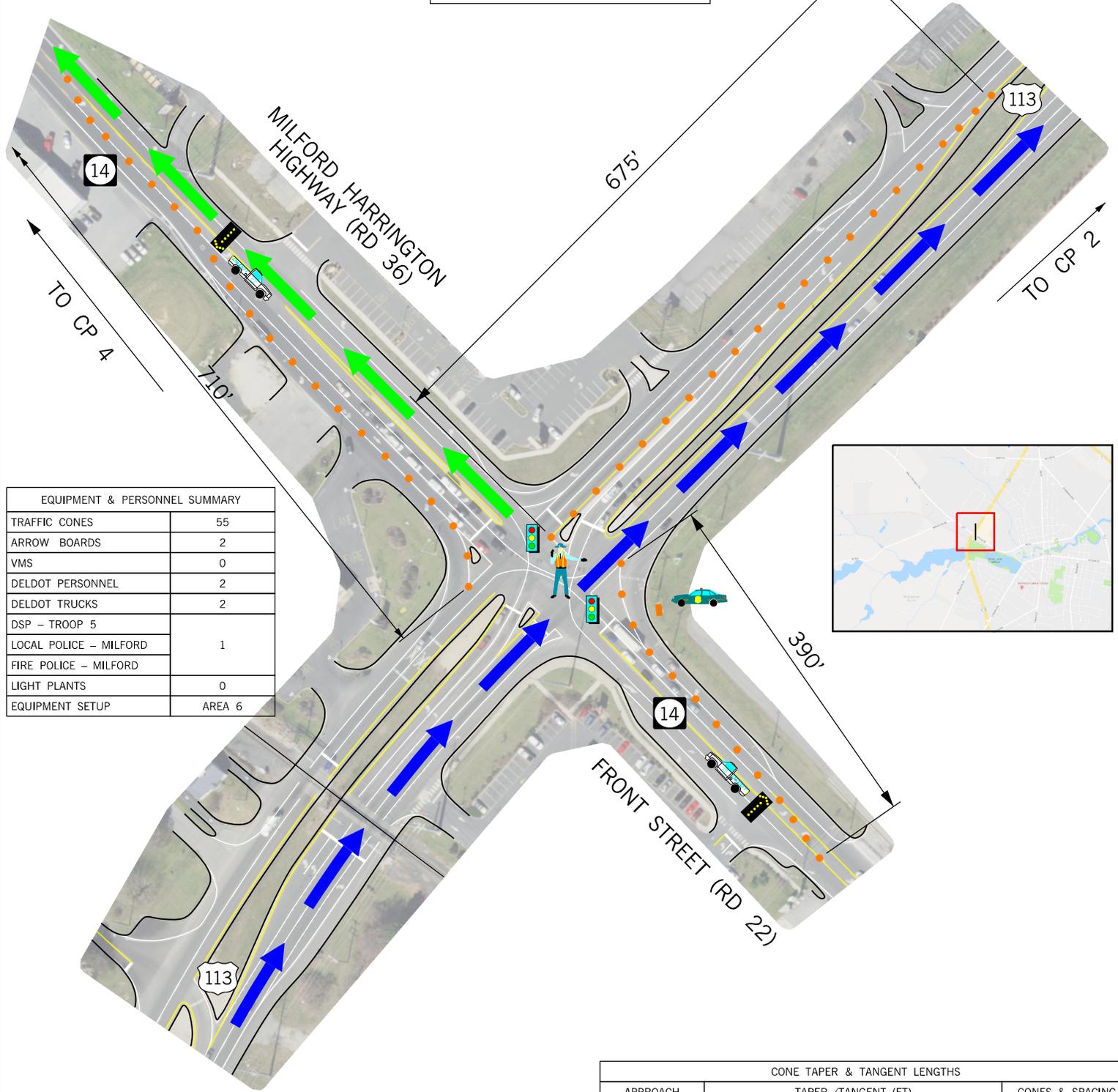
### Intersection Control Diagrams

LEGEND

-  - DIRECTS TRAFFIC
-  - POLICE BARRICADE
-  - DELDOT TRUCK
-  - ARROW BOARD
-  - CCTV
-  - TRAFFIC CONE
-  - LIGHT PLANT
-  - PRIMARY EVACUATION DIRECTION
-  - SECONDARY EVACUATION DIRECTION
-  - TRAFFIC CONTROLLER
-  - VMS
-  (J) - JURISDICTION
-  - BARRICADE

# PRIMARY EVACUATION ROUTE

MONITOR  
NO TRAFFIC CONTROL  
UNLESS NECESSARY



EQUIPMENT & PERSONNEL SUMMARY	
TRAFFIC CONES	55
ARROW BOARDS	2
VMS	0
DELDOT PERSONNEL	2
DELDOT TRUCKS	2
DSP - TROOP 5	
LOCAL POLICE - MILFORD	1
FIRE POLICE - MILFORD	
LIGHT PLANTS	0
EQUIPMENT SETUP	AREA 6

CONE TAPER & TANGENT LENGTHS		
APPROACH	TAPER /TANGENT (FT)	CONES & SPACING
US 113 SB	CLOSE LEFT TURN LANE (675)	21 @ 35'
DEL 14 WB	CLOSE LEFT TURN & THRU LANES (390)	12 @ 35'
DEL 14 EB	CLOSE LEFT TURN & THRU LANES (710)	22 @ 35'



DRAWING NOT TO SCALE

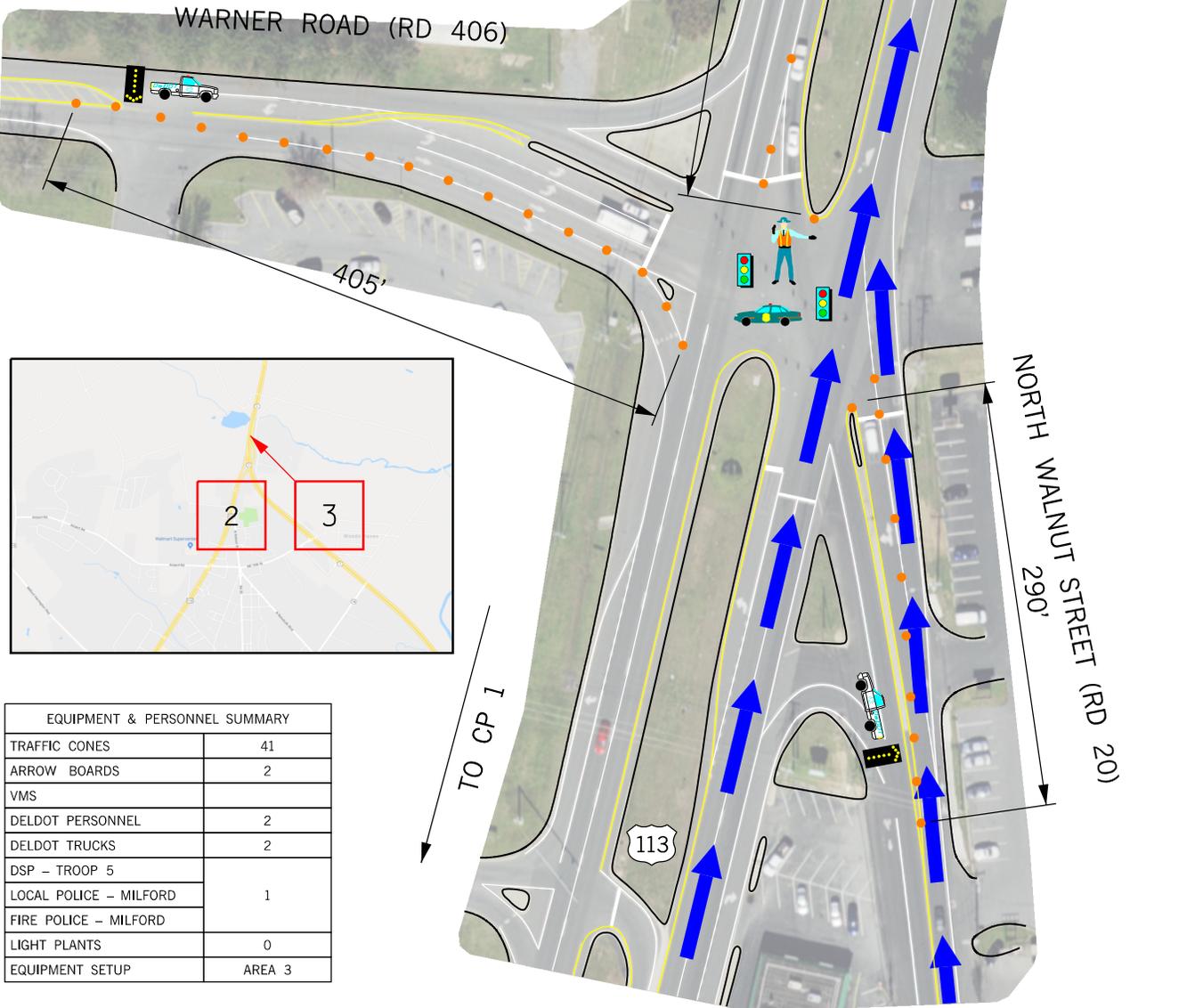
PROJECT:	LOCATION:	DATE:	CONTROL POINT:
KENT COUNTY EVACUATION PLAN	INTERSECTION OF US 113 & DEL 14	6/2018	1
		BY:	
		JEG	

# PRIMARY EVACUATION ROUTE

## LEGEND

-  - DIRECTS TRAFFIC
-  - POLICE BARRICADE
-  - DELDOT TRUCK
-  - ARROW BOARD
-  - CCTV
-  - TRAFFIC CONE
-  - LIGHT PLANT
-  - PRIMARY EVACUATION DIRECTION
-  - SECONDARY EVACUATION DIRECTION
-  - TRAFFIC CONTROLLER
-  - VMS
-  - JURISDICTION
-  - BARRICADE

CONE TAPER & TANGENT LENGTHS		
APPROACH	TAPER /TANGENT (FT)	CONES & SPACING
US 113 SB	CLOSE LEFT TURN LANE (520)	13 @ 55'
RD 20 NB	CLOSE LEFT TURN LANE (290)	11 @ 35'
RD 406 EB	CLOSE LEFT TURN & THRU LANES (405)	17 @ 25'



EQUIPMENT & PERSONNEL SUMMARY	
TRAFFIC CONES	41
ARROW BOARDS	2
VMS	
DELDOT PERSONNEL	2
DELDOT TRUCKS	2
DSP - TROOP 5	
LOCAL POLICE - MILFORD	1
FIRE POLICE - MILFORD	
LIGHT PLANTS	0
EQUIPMENT SETUP	AREA 3



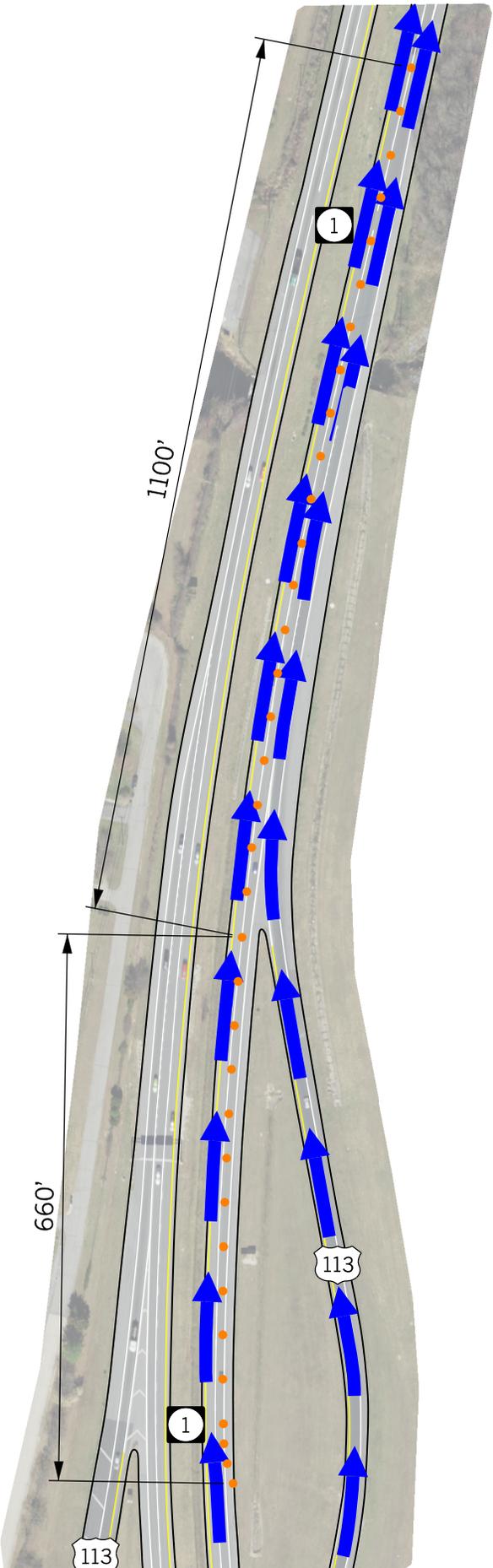
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PROJECT:	LOCATION:	DATE:	CONTROL POINT:
KENT COUNTY EVACUATION PLAN	INTERSECTION OF US 113 & NORTH WALNUT STREET	6/2018	2
		BY:	
		JEG	

# PRIMARY EVACUATION ROUTE

## LEGEND

-  - DIRECTS TRAFFIC
-  - POLICE BARRICADE
-  - DELDOT TRUCK
-  - ARROW BOARD
-  - CCTV
-  - TRAFFIC CONE
-  - LIGHT PLANT
-  - PRIMARY EVACUATION DIRECTION
-  - SECONDARY EVACUATION DIRECTION
-  - TRAFFIC CONTROLLER
-  - VMS
-  - JURISDICTION
-  - BARRICADE



MONITOR  
NO TRAFFIC CONTROL  
UNLESS NECESSARY

EQUIPMENT & PERSONNEL SUMMARY	
TRAFFIC CONES	0
ARROW BOARDS	0
VMS	0
DELDOT PERSONNEL	0
DELDOT TRUCKS	0
DSP - TROOP 5	1
LOCAL POLICE - MILFORD	
FIRE POLICE - MILFORD	
LIGHT PLANTS	0
EQUIPMENT SETUP	AREA 6

CONE TAPER & TANGENT LENGTHS		
APPROACH	TAPER /TANGENT (FT)	CONES & SPACING
US 113 NB	TAPER CLOSING LANE 2 (660)	15 @ 55'
US 113 NB	TANGENT (1100)	20 @ 55'



DRAWING NOT TO SCALE

PROJECT: KENT COUNTY EVACUATION PLAN

LOCATION: INTERSECTION OF US 113 & SR-1

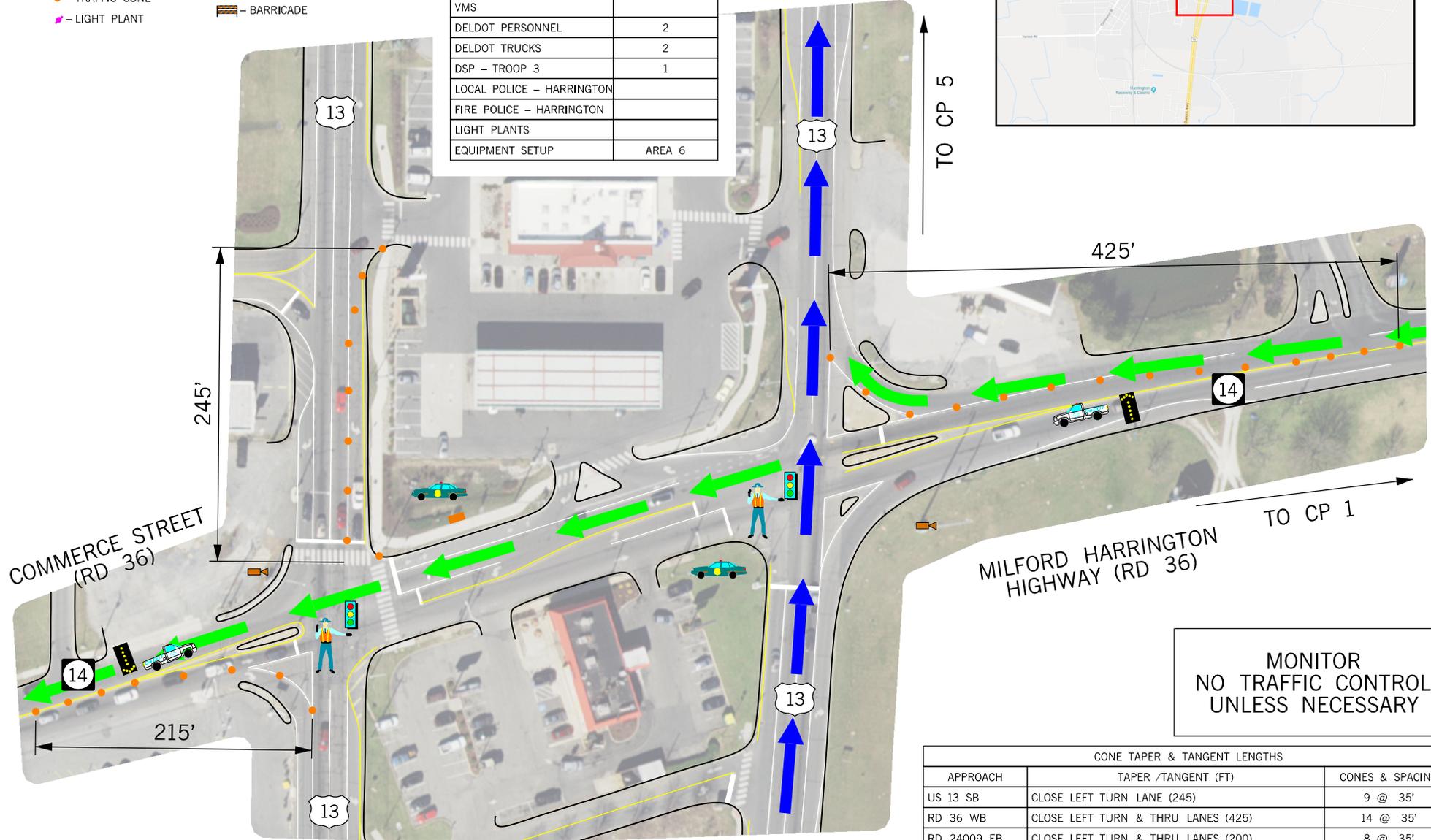
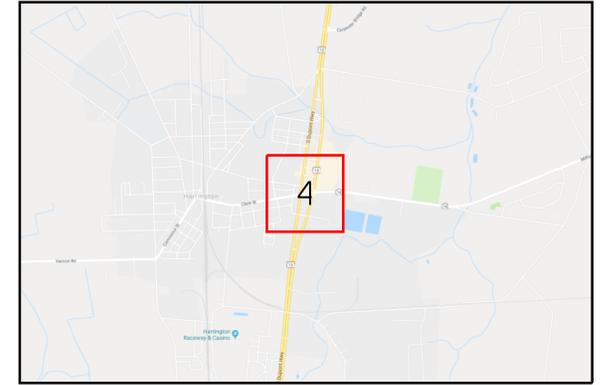
DATE: 6/2018  
BY: JEG  
CONTROL POINT: 3

LEGEND

-  - DIRECTS TRAFFIC
-  - POLICE BARRICADE
-  - DELDOT TRUCK
-  - ARROW BOARD
-  - CCTV
-  - TRAFFIC CONE
-  - LIGHT PLANT
-  - PRIMARY EVACUATION DIRECTION
-  - SECONDARY EVACUATION DIRECTION
-  - TRAFFIC CONTROLLER
-  - VMS
-  (J) - JURISDICTION
-  - BARRICADE

# PRIMARY EVACUATION ROUTE

EQUIPMENT & PERSONNEL SUMMARY	
TRAFFIC CONES	50
ARROW BOARDS	2
VMS	
DELDOT PERSONNEL	2
DELDOT TRUCKS	2
DSP - TROOP 3	1
LOCAL POLICE - HARRINGTON	
FIRE POLICE - HARRINGTON	
LIGHT PLANTS	
EQUIPMENT SETUP	AREA 6



CONE TAPER & TANGENT LENGTHS		
APPROACH	TAPER /TANGENT (FT)	CONES & SPACING
US 13 SB	CLOSE LEFT TURN LANE (245)	9 @ 35'
RD 36 WB	CLOSE LEFT TURN & THRU LANES (425)	14 @ 35'
RD 24009 EB	CLOSE LEFT TURN & THRU LANES (200)	8 @ 35'



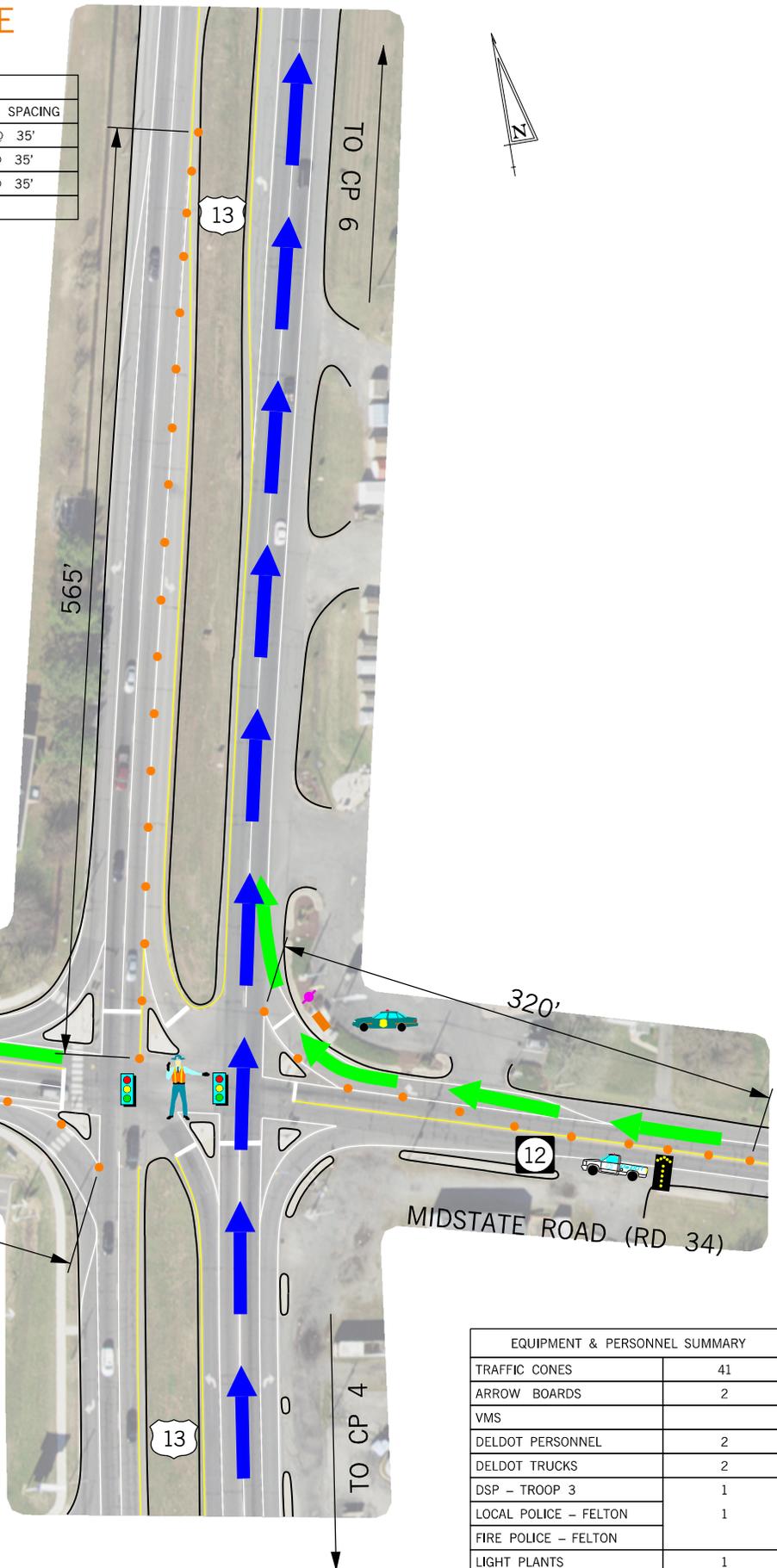
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PROJECT:	LOCATION:	DATE:	CONTROL POINT:
KENT COUNTY EVACUATION PLAN	INTERSECTION OF US 13 & DEL 14	6/2018	4
		BY:	
		JEG	

# PRIMARY EVACUATION ROUTE

CONE TAPER & TANGENT LENGTHS

APPROACH	TAPER /TANGENT (FT)	CONES & SPACING
US 13 SB	CLOSE LEFT TURN LANE (565)	18 @ 35'
DEL 12 WB	CLOSE LEFT TURN & THUR LANES (320)	11 @ 35'
DEL 12 EB	CLOSE LEFT TURN & THUR LANES (305)	11 @ 35'



LEGEND

- DIRECTS TRAFFIC
- POLICE BARRICADE
- DELDOT TRUCK
- ARROW BOARD
- CCTV
- TRAFFIC CONE
- LIGHT PLANT
- PRIMARY EVACUATION DIRECTION
- SECONDARY EVACUATION DIRECTION
- TRAFFIC CONTROLLER
- VMS
- JURISDICTION
- BARRICADE

EQUIPMENT & PERSONNEL SUMMARY	
TRAFFIC CONES	41
ARROW BOARDS	2
VMS	
DELDOT PERSONNEL	2
DELDOT TRUCKS	2
DSP - TROOP 3	1
LOCAL POLICE - FELTON	1
FIRE POLICE - FELTON	
LIGHT PLANTS	1
EQUIPMENT SETUP	AREA 6



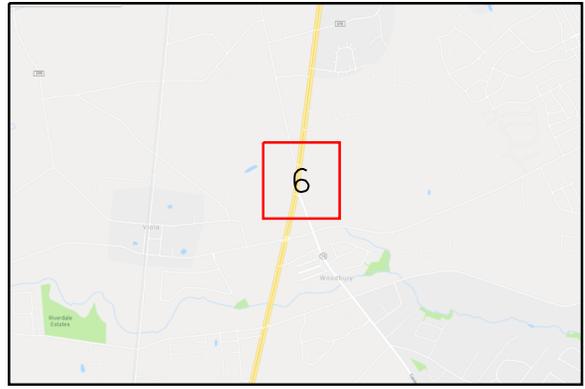
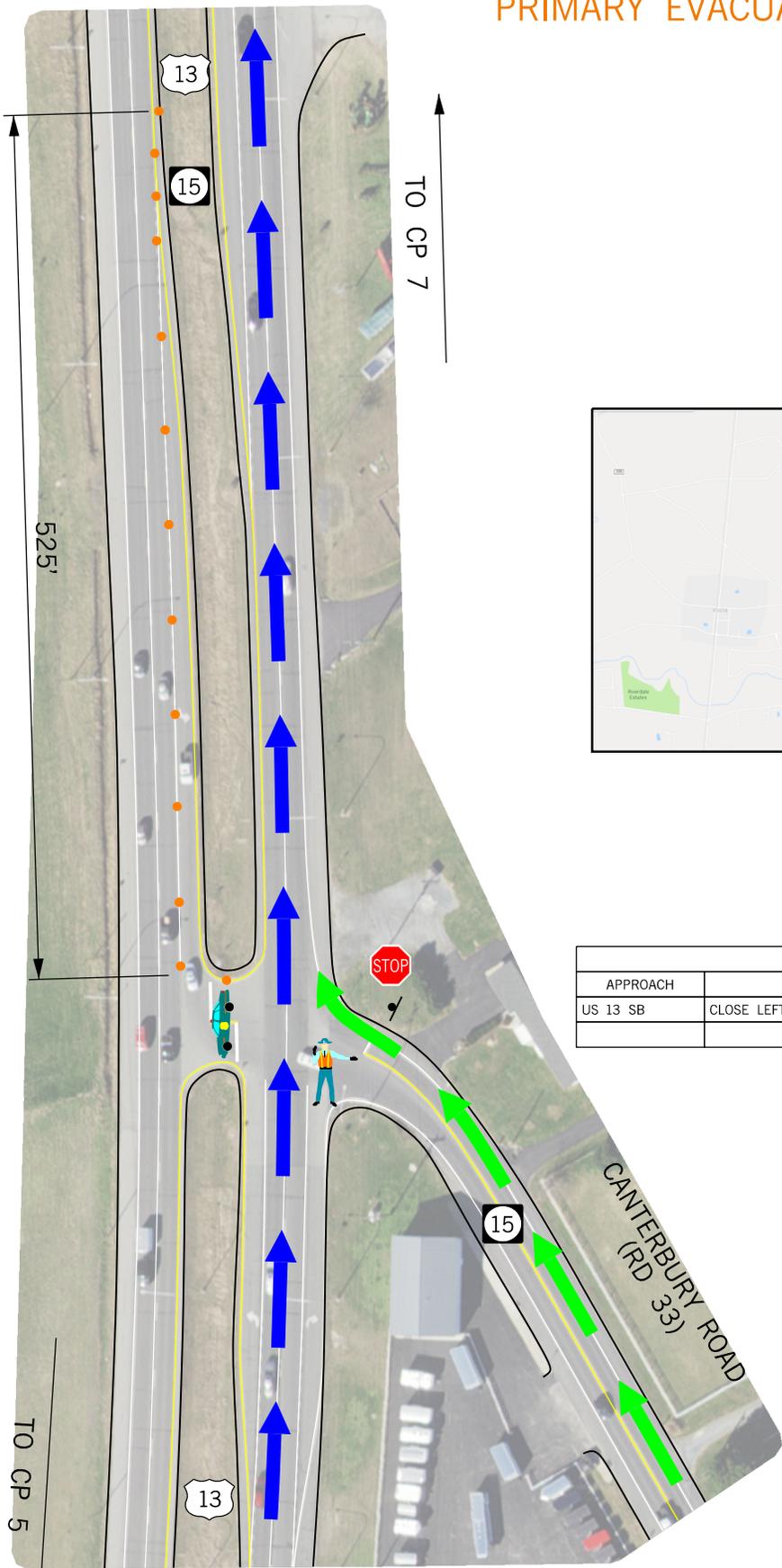
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PROJECT:	LOCATION:	DATE:	CONTROL POINT:
KENT COUNTY EVACUATION PLAN	INTERSECTION OF US 13 & DEL 12	6/2018	5
		BY:	
		JEG	

# PRIMARY EVACUATION ROUTE

## LEGEND

-  - DIRECTS TRAFFIC
-  - POLICE BARRICADE
-  - DELDOT TRUCK
-  - ARROW BOARD
-  - CCTV
-  - TRAFFIC CONE
-  - LIGHT PLANT
-  - PRIMARY EVACUATION DIRECTION
-  - SECONDARY EVACUATION DIRECTION
-  - TRAFFIC CONTROLLER
-  - VMS
-  (J) - JURISDICTION
-  - BARRICADE



CONE TAPER & TANGENT LENGTHS		
APPROACH	TAPER /TANGENT (FT)	CONES & SPACING
US 13 SB	CLOSE LEFT TURN LANE (525)	13 @ 55'

EQUIPMENT & PERSONNEL SUMMARY	
TRAFFIC CONES	13
ARROW BOARDS	
VMS	
DELDOT PERSONNEL	
DELDOT TRUCKS	
DSP - TROOP 3	1
LOCAL POLICE - NONE	
FIRE POLICE - FELTON	
LIGHT PLANTS	
EQUIPMENT SETUP	AREA 6



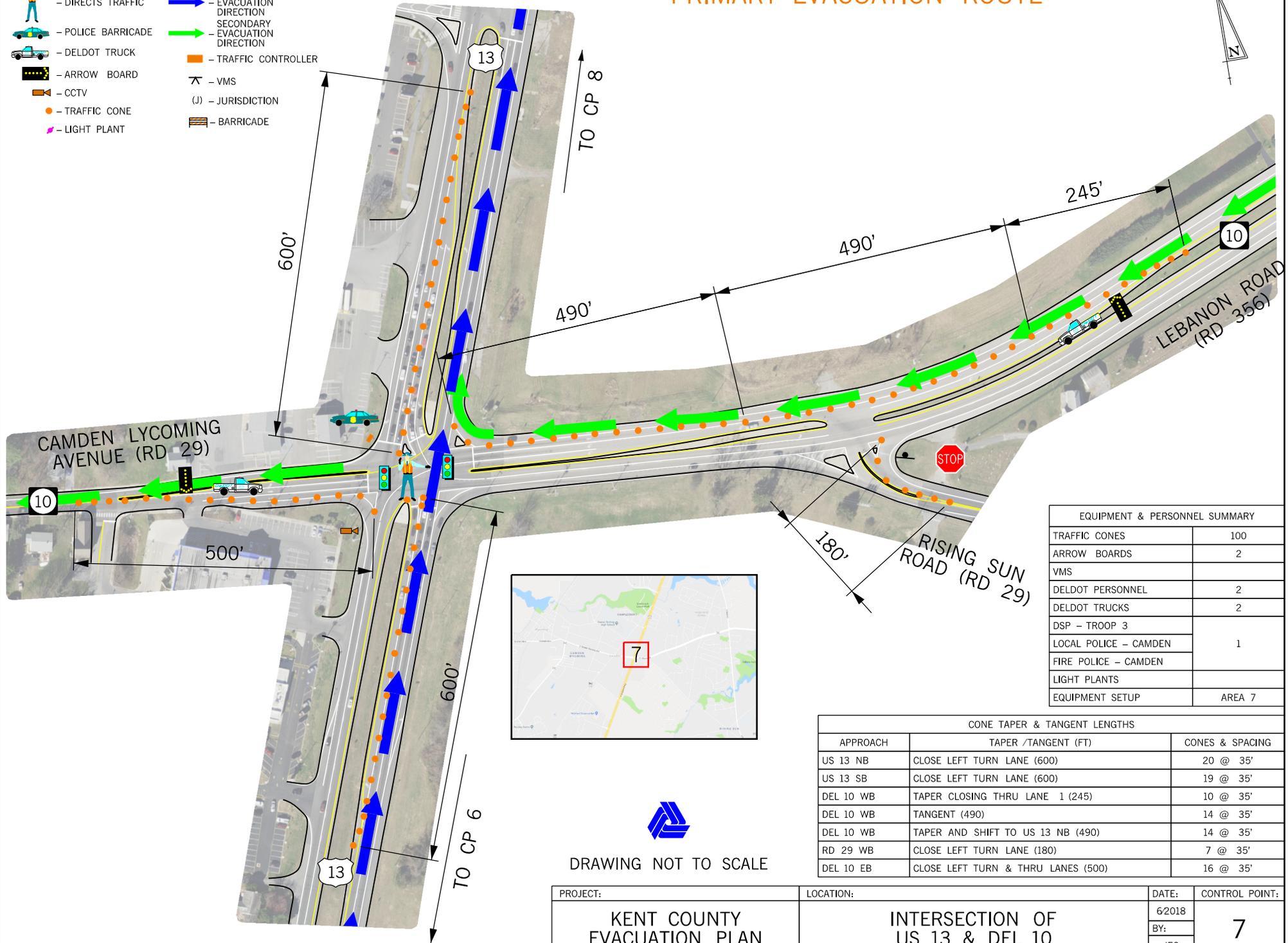
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PROJECT:	LOCATION:	DATE:	CONTROL POINT:
KENT COUNTY EVACUATION PLAN	INTERSECTION OF US 13 & DEL 15	6/2018	6
		BY:	
		JEG	

LEGEND

-  - DIRECTS TRAFFIC
-  - POLICE BARRICADE
-  - DELDOT TRUCK
-  - ARROW BOARD
-  - CCTV
-  - TRAFFIC CONE
-  - LIGHT PLANT
-  - PRIMARY EVACUATION DIRECTION
-  - SECONDARY EVACUATION DIRECTION
-  - TRAFFIC CONTROLLER
-  - VMS
-  (J) - JURISDICTION
-  - BARRICADE

PRIMARY EVACUATION ROUTE



EQUIPMENT & PERSONNEL SUMMARY	
TRAFFIC CONES	100
ARROW BOARDS	2
VMS	
DELDOT PERSONNEL	2
DELDOT TRUCKS	2
DSP - TROOP 3	
LOCAL POLICE - CAMDEN	1
FIRE POLICE - CAMDEN	
LIGHT PLANTS	
EQUIPMENT SETUP	AREA 7

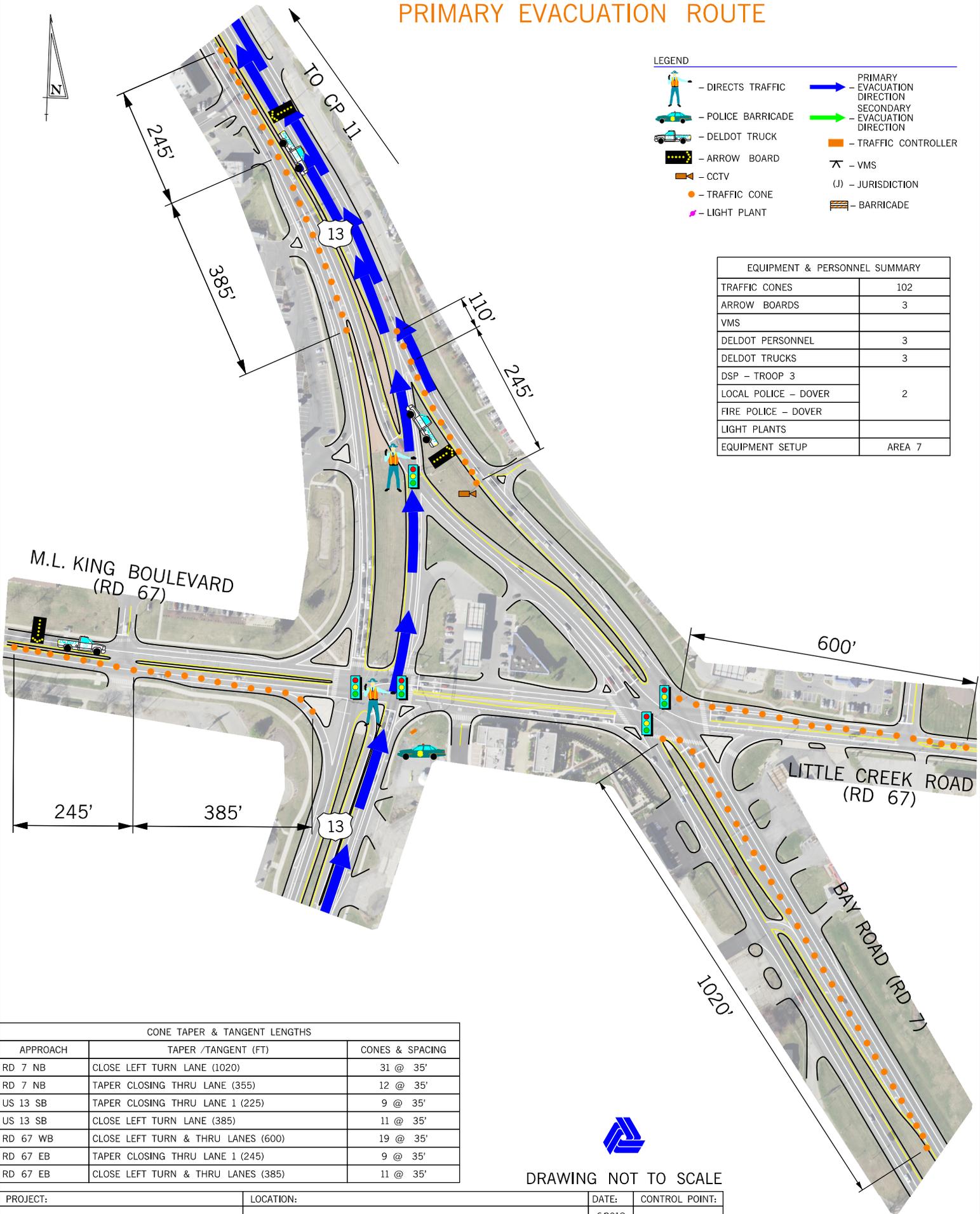
CONE TAPER & TANGENT LENGTHS		
APPROACH	TAPER /TANGENT (FT)	CONES & SPACING
US 13 NB	CLOSE LEFT TURN LANE (600)	20 @ 35'
US 13 SB	CLOSE LEFT TURN LANE (600)	19 @ 35'
DEL 10 WB	TAPER CLOSING THRU LANE 1 (245)	10 @ 35'
DEL 10 WB	TANGENT (490)	14 @ 35'
DEL 10 WB	TAPER AND SHIFT TO US 13 NB (490)	14 @ 35'
RD 29 WB	CLOSE LEFT TURN LANE (180)	7 @ 35'
DEL 10 EB	CLOSE LEFT TURN & THRU LANES (500)	16 @ 35'



DRAWING NOT TO SCALE

PROJECT:	LOCATION:	DATE:	CONTROL POINT:
KENT COUNTY EVACUATION PLAN	INTERSECTION OF US 13 & DEL 10	6/2018	7
		BY:	
		JEG	

# PRIMARY EVACUATION ROUTE



- LEGEND**
- DIRECTS TRAFFIC
  - POLICE BARRICADE
  - DELDOT TRUCK
  - ARROW BOARD
  - CCTV
  - TRAFFIC CONE
  - LIGHT PLANT
  - PRIMARY EVACUATION DIRECTION
  - SECONDARY EVACUATION DIRECTION
  - TRAFFIC CONTROLLER
  - VMS
  - (J) - JURISDICTION
  - BARRICADE

EQUIPMENT & PERSONNEL SUMMARY	
TRAFFIC CONES	102
ARROW BOARDS	3
VMS	
DELDOT PERSONNEL	3
DELDOT TRUCKS	3
DSP - TROOP 3	2
LOCAL POLICE - DOVER	
FIRE POLICE - DOVER	
LIGHT PLANTS	
EQUIPMENT SETUP	AREA 7

CONE TAPER & TANGENT LENGTHS		
APPROACH	TAPER /TANGENT (FT)	CONES & SPACING
RD 7 NB	CLOSE LEFT TURN LANE (1020)	31 @ 35'
RD 7 NB	TAPER CLOSING THRU LANE (355)	12 @ 35'
US 13 SB	TAPER CLOSING THRU LANE 1 (225)	9 @ 35'
US 13 SB	CLOSE LEFT TURN LANE (385)	11 @ 35'
RD 67 WB	CLOSE LEFT TURN & THRU LANES (600)	19 @ 35'
RD 67 EB	TAPER CLOSING THRU LANE 1 (245)	9 @ 35'
RD 67 EB	CLOSE LEFT TURN & THRU LANES (385)	11 @ 35'



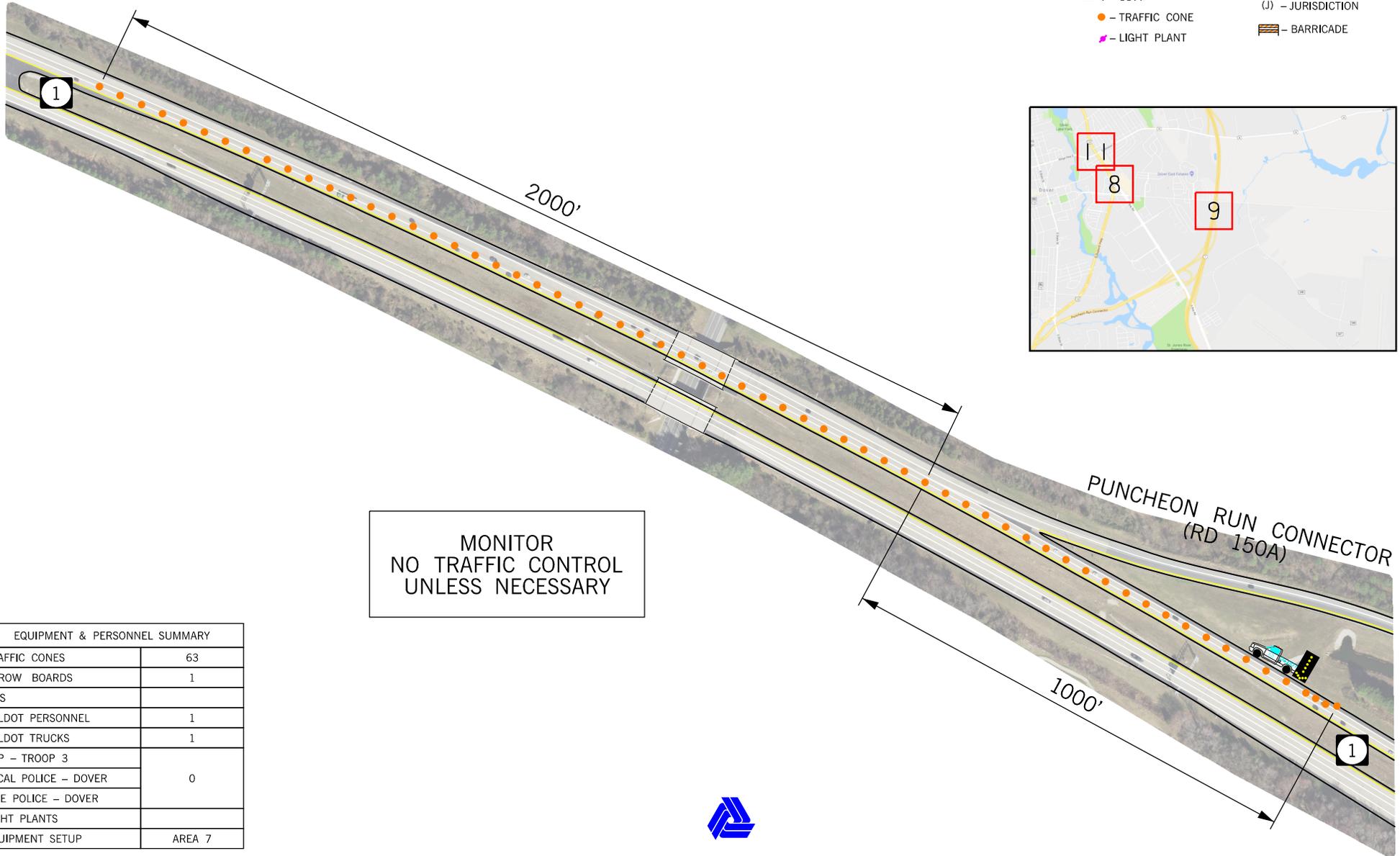
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PROJECT:	LOCATION:	DATE:	CONTROL POINT:
KENT COUNTY EVACUATION PLAN	INTERSECTION OF US 13 & BAY ROAD (RD 7)	6/2018	8
		BY:	
		JEG	

# PRIMARY EVACUATION ROUTE



- LEGEND**
- DIRECTS TRAFFIC
  - POLICE BARRICADE
  - DELDOT TRUCK
  - ARROW BOARD
  - VMS
  - VMS
  - TRAFFIC CONE
  - LIGHT PLANT
  - PRIMARY EVACUATION DIRECTION
  - SECONDARY EVACUATION DIRECTION
  - TRAFFIC CONTROLLER
  - JURISDICTION
  - BARRICADE



MONITOR  
NO TRAFFIC CONTROL  
UNLESS NECESSARY

EQUIPMENT & PERSONNEL SUMMARY	
TRAFFIC CONES	63
ARROW BOARDS	1
VMS	
DELDOT PERSONNEL	1
DELDOT TRUCKS	1
DSP - TROOP 3	
LOCAL POLICE - DOVER	0
FIRE POLICE - DOVER	
LIGHT PLANTS	
EQUIPMENT SETUP	AREA 7

CONE TAPER & TANGENT LENGTHS		
APPROACH	TAPER /TANGENT (FT)	CONES & SPACING
SR-1 NB	TAPER CLOSING THRU LANE 2 (1000)	23 @ 50'
SR-1 NB	TANGENT (2000)	40 @ 50'



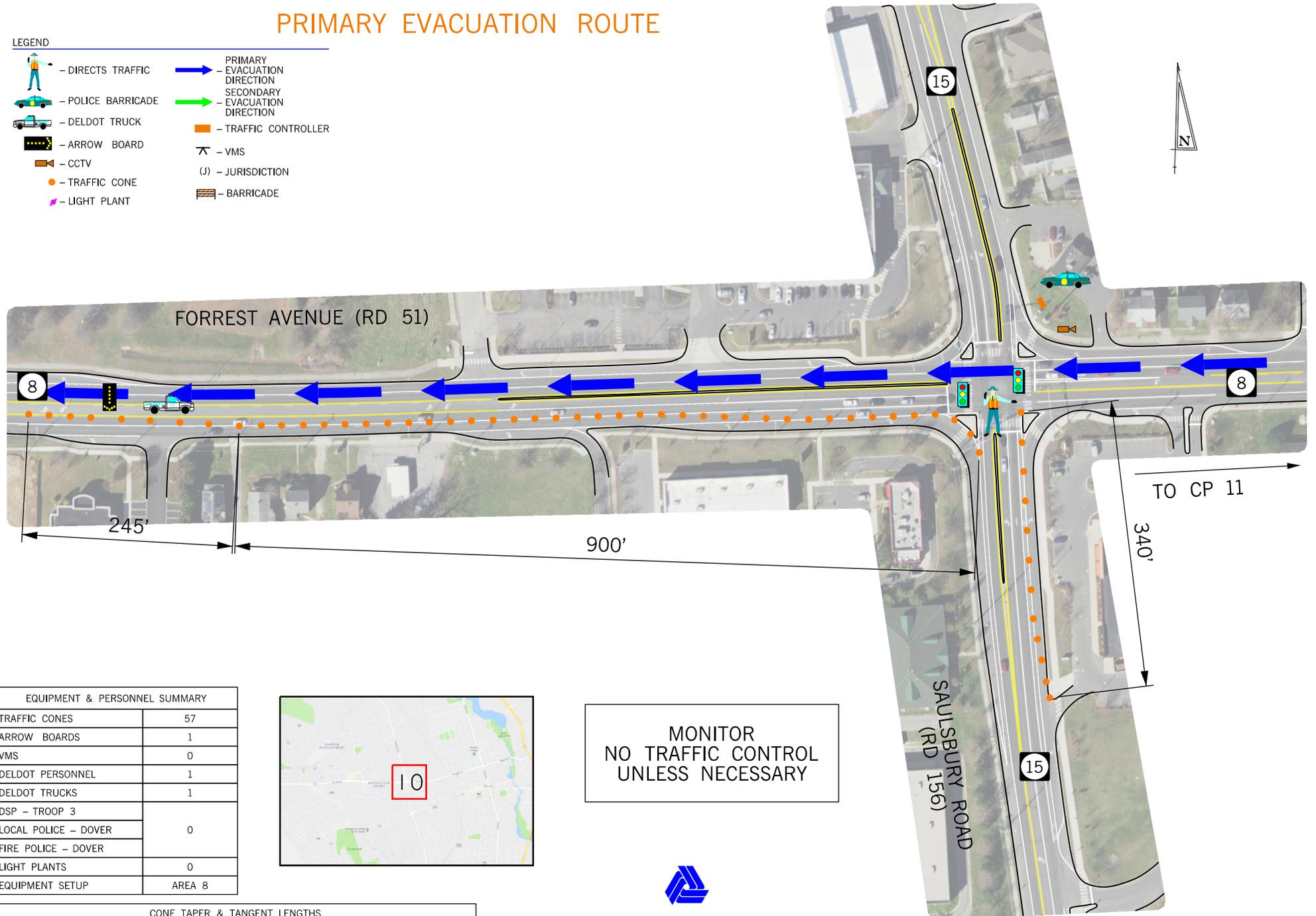
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PROJECT:	LOCATION:	DATE:	CONTROL POINT:
KENT COUNTY EVACUATION PLAN	INTERSECTION OF SR-1 & PUNCHEON RUN CONNECTOR	6/2018	9
		BY:	
		JEG	

# PRIMARY EVACUATION ROUTE

## LEGEND

-  - DIRECTS TRAFFIC
-  - POLICE BARRICADE
-  - DELDOT TRUCK
-  - ARROW BOARD
-  - CCTV
-  - TRAFFIC CONE
-  - LIGHT PLANT
-  - PRIMARY EVACUATION DIRECTION
-  - SECONDARY EVACUATION DIRECTION
-  - TRAFFIC CONTROLLER
-  - VMS
-  - JURISDICTION
-  - BARRICADE



MONITOR  
NO TRAFFIC CONTROL  
UNLESS NECESSARY



DRAWING NOT TO SCALE

EQUIPMENT & PERSONNEL SUMMARY	
TRAFFIC CONES	57
ARROW BOARDS	1
VMS	0
DELDOT PERSONNEL	1
DELDOT TRUCKS	1
DSP - TROOP 3	
LOCAL POLICE - DOVER	0
FIRE POLICE - DOVER	
LIGHT PLANTS	0
EQUIPMENT SETUP	AREA 8



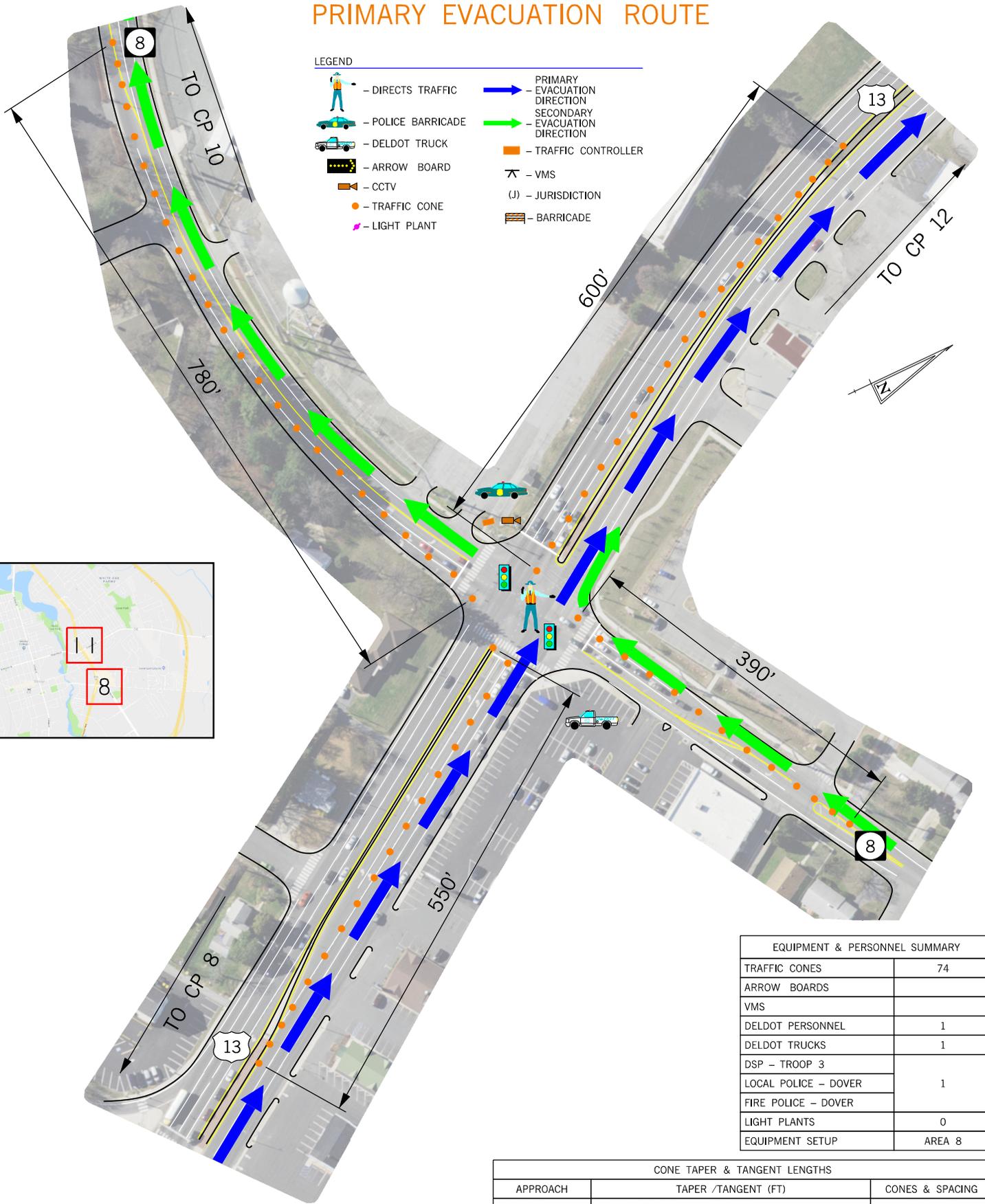
CONE TAPER & TANGENT LENGTHS		
APPROACH	TAPER /TANGENT (FT)	CONES & SPACING
DEL 15 NB	CLOSE RIGHT TURN LANE (340)	12 @ 35'
DEL 8 EB	TAPER CLOSING THRU LANE 1 (245)	9 @ 35'
DEL 8 EB	CLOSE LEFT TURN & THRU LANES (900)	36 @ 35'

PROJECT:	LOCATION:	DATE:	CONTROL POINT:
KENT COUNTY EVACUATION PLAN	INTERSECTION OF DEL 8 & DEL 15	6/2018	10
		BY:	
		JEG	

# PRIMARY EVACUATION ROUTE

## LEGEND

- DIRECTS TRAFFIC
- POLICE BARRICADE
- DELDOT TRUCK
- ARROW BOARD
- CCTV
- TRAFFIC CONE
- LIGHT PLANT
- PRIMARY EVACUATION DIRECTION
- SECONDARY EVACUATION DIRECTION
- TRAFFIC CONTROLLER
- VMS
- JURISDICTION
- BARRICADE



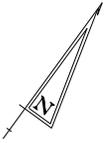
CONE TAPER & TANGENT LENGTHS		
APPROACH	TAPER /TANGENT (FT)	CONES & SPACING
US 13 NB	CLOSE LEFT TURN LANES (550)	18 @ 35'
US 13 SB	CLOSE LEFT TURN LANE (600)	19 @ 35'
DEL 8 EB	CLOSE LEFT TURN & THRU LANES (780)	24 @ 35'
DEL 8 WB	CLOSE LEFT TURN LANE (390)	13 @ 35'



DRAWING NOT TO SCALE

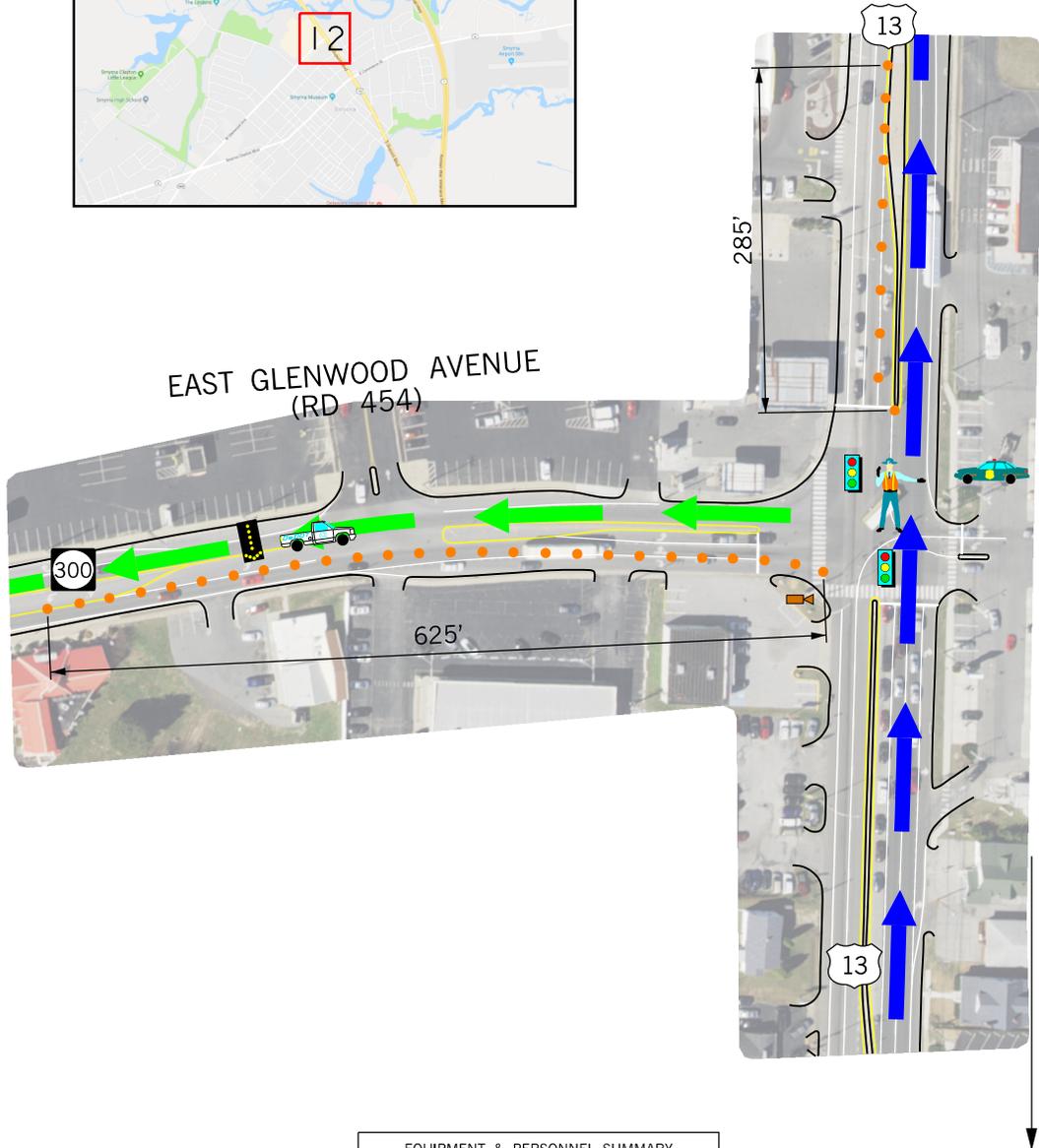
PROJECT:	LOCATION:	DATE:	CONTROL POINT:
KENT COUNTY EVACUATION PLAN	INTERSECTION OF US 13 & DEL 8	5/2018	11
		BY:	
		JEG	

# PRIMARY EVACUATION ROUTE



## LEGEND

-  - DIRECTS TRAFFIC
-  - POLICE BARRICADE
-  - DELDOT TRUCK
-  - ARROW BOARD
-  - CCTV
-  - TRAFFIC CONE
-  - LIGHT PLANT
-  - PRIMARY EVACUATION DIRECTION
-  - SECONDARY EVACUATION DIRECTION
-  - TRAFFIC CONTROLLER
-  - VMS
-  (J) - JURISDICTION
-  - BARRICADE



EQUIPMENT & PERSONNEL SUMMARY	
TRAFFIC CONES	36
ARROW BOARDS	1
VMS	
DELDOT PERSONNEL	1
DELDOT TRUCKS	1
DSP - TROOP 3	
LOCAL POLICE - SMYRNA	1
FIRE POLICE - SMYRNA	
LIGHT PLANTS	
EQUIPMENT SETUP	AREA 8

CONE TAPER & TANGENT LENGTHS		
APPROACH	TAPER /TANGENT (FT)	CONES & SPACING
US 13 SB	CLOSE LEFT TURN LANE (285)	10 @ 35'
DEL 300	CLOSE LEFT TURN & THRU LANES (625)	26 @ 35'

PROJECT:	LOCATION:	DATE:	CONTROL POINT:
KENT COUNTY EVACUATION PLAN	INTERSECTION OF US 13 & DEL 300	3/2018	12
		BY:	
		JEG	



DRAWING NOT TO SCALE

**APPENDIX B**  
**Transportation Emergency Response Fact Sheet**

# TRANSPORTATION EMERGENCY RESPONSE FACTSHEET

## USDOT National Response Program

### National Response Program

The National Response Program (NRP), located in the Office of Intelligence, Security, and Emergency Response (S-60), is responsible for coordinating the Department's preparedness, response, and recovery activities in all-hazard incidents and to support the Secretary's responsibilities under the National Response Framework (NRF), Emergency Support Function-1 (ESF-1) Transportation.

The NRP has a team of over 150 members nationwide to carry out the ESF-1 functions. The team includes a National Program Manager, Deputy Manager, Operational Planner, 7 Regional Emergency Transportation Coordinators (RETCOs), 10 Regional Emergency Transportation Representatives (RETREPs), and numerous Regional Emergency Transportation Cadre (RET-C) members representing all DOT Operating Administrations. In each region, the RETCO is designated as the Secretary's executive-level representative to ensure preparedness, response, and recovery activities are effectively carried out. RETREPs handle day-to-day program issues and coordinate disaster and special events planning efforts between DOT and Federal, State, local, Tribal and Territorial, and private sector emergency planners. During incident and event responses, RETREPs lead DOT transportation operations in FEMA's various operation centers in the affected regions. In addition, the NRP is supported by a diverse group of RET-C representing all USDOT Operating Administrations. RET-C members are trained to a minimum all-hazards, all modes standard and may be activated during an incident or event.



### National Response Framework

The National Response Framework (NRF) is a guide to how the Nation conducts all-hazards response. It is built upon scalable, flexible, and adaptable coordinating structures to align key roles and responsibilities across the Nation, linking all levels of government, nongovernmental organizations, and the private sector. Under the NRF, Emergency Support Functions (ESF) provides the structure for coordinating Federal interagency support for a Federal response to an incident. The Department of Transportation is the lead and primary coordinating agency for ESF-1 with the support of 10 partner agencies.

The five mission areas for ESF-1 under the NRF include:

- Monitor and report status of and damage to the transportation system and infrastructure
- Identify temporary alternative transportation solutions that can be implemented by others
- Perform activities conducted under the direct authority of DOT elements
- Coordinate the restoration and recovery of the transportation system and infrastructure
- Coordinate and support prevention, preparedness, response, recovery, and mitigation activities among transportation stakeholders





# ESF-1 Regional Personnel Locations



**DOT HQ, Washington, DC**  
**NRPM: David Schilling (Acting)**  
**DRPM**  
**Operations Planner: Alex Appel**

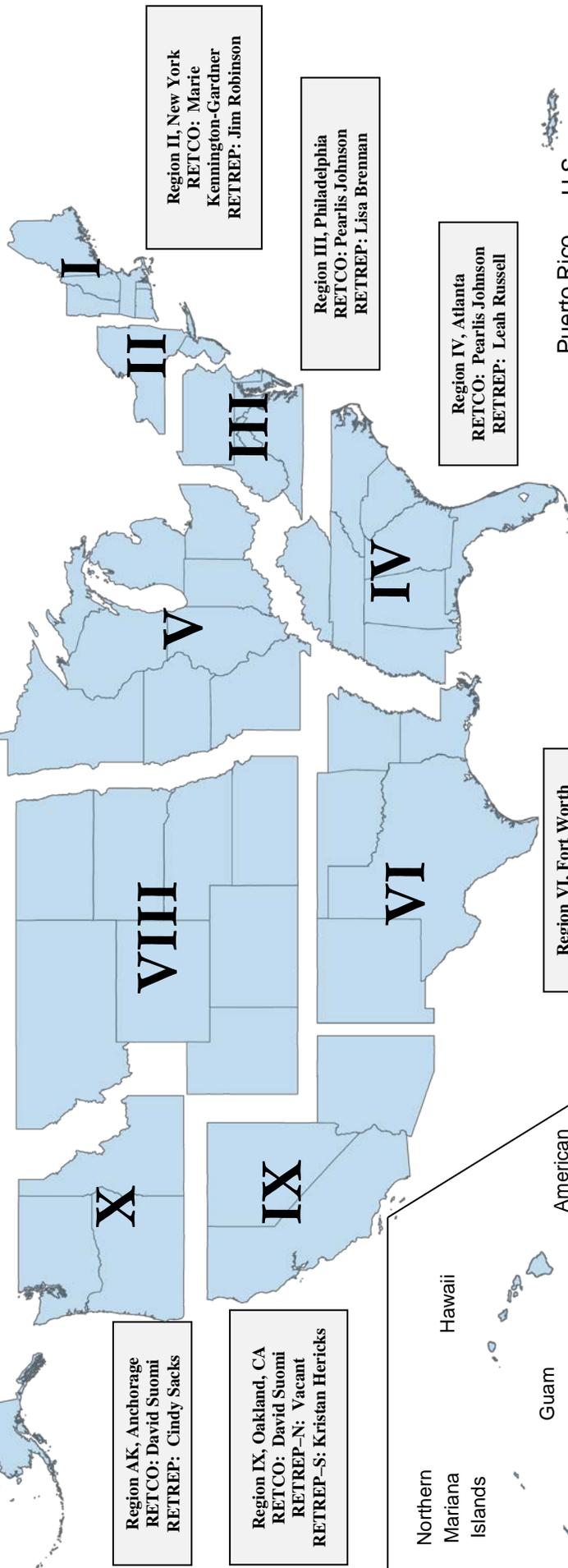
**Region X, Seattle**  
**RETCO: David Suomi**  
**RETREP: David Lutes**

**Region VIII, Denver**  
**RETCO: Rick Suarez**  
**RETREP: Ron Williams**

**Region I, Boston**  
**RETCO: Mary Beth Mello**  
**RETREP: Terry Sheehan**



**Region AK, Anchorage**  
**RETCO: David Suomi**  
**RETREP: Cindy Sacks**



**Region II, New York**  
**RETCO: Marie**  
**Kennington-Gardner**  
**RETREP: Jim Robinson**

**Region III, Philadelphia**  
**RETCO: Pearlis Johnson**  
**RETREP: Lisa Brennan**

**Region IV, Atlanta**  
**RETCO: Pearlis Johnson**  
**RETREP: Leah Russell**



**Region VI, Fort Worth**  
**RETCO: Michael O'Harra**  
**RETREP: Gary Barber**

**Puerto Rico**  
**U.S. Virgin Islands**

For additional information, please visit the USDOT Emergency Website at <http://www.dot.gov/emergency> and/or contact: **24hrs: DOT\_CMC\_Watch – 202-366-1863**

Program Manager

**Mr. David Schilling (Acting)**  
**David.Schilling@dot.gov**  
**202-366-0642**

Deputy Manager

**Operations Planner**  
**Mr. Alex Appel**  
**Alex.Appel@dot.gov**  
**202-366-0737**

